



INTERNATIONAL CONFERENCE CBIBM - 2020

Theme:

*Realigning Business Dynamics in
Changing Global Environment*

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CONFERENCE CHAIR MESSAGE

Honorable Vice Chancellor; Fraternity from Academia; Partners from Industry; Presenters; Participants; Research Scholars and Students

It is a matter of honor for me to welcome you at this prestigious event of the 5th International Conference on Banking, Insurance and Business Management (CBIBM 2020). Ladies & Gentlemen the University of Punjab is fortunate to have a visionary person as Vice Chancellor. Working close to him I have felt the enthusiasm of a professional and a soaring heart of a Pakistani feeling pain for the state of affairs and committed to bring a change by playing a role to transform the University and to bring back pride to this legendary alma mater.

Standing at this occasion we are authoring history for an institution which is righteously a nursery for the Financial and Corporate Sector of our beloved Homeland. We are cognizant of the fact that the prosperity and sovereignty of this Islamic State is possible only if the manpower managing the affairs of the State is professionally strong, intellectually creative and financially honest. They are the people of high integrity making a rich contribution to the capital of the nation in real terms and not just confined to only the financial terms.

We are thus striving hard not only to add strength to the academic profile of the younger generation but also carving them to be men and women of integrity and honesty.

Ladies and Gentlemen, the rapid growth in the field of information technology has opened new horizons of information and knowledge. Businesses today are shifting towards a more horizontal, inclusive and social business landscape. Social media is getting tremendous importance, eliminating the barriers or size, geography, demography, history and experience. Businesses, instead of competing, are connecting and collaborating for innovativeness. In the past, customers used to depend on brands, whereas today, they are relying on F Factor, which encompass: Friends, Family, Fans and Followers. Surprisingly enough this F-Factor is not real-time – but social media, friends, families, fans and followers. Customers have started depending more on their reviews, ratings, and feedback and seek advice online from them instead of real-time.

This has accelerated the speed of change taking place in priorities and preferences and designing contemporary strategies and the approaches to redressing the issues. Therefore the theme of our year's Conference is “Realigning Business Dynamics in Changing Global Environment”

Change is a natural phenomenon which Allah SWT has ordained to be constant. He has advised the humans to explore the lessons in the changing horizons. The exploration based on the principles of concentration and more appropriately Hikmat are to add to the new avenues of wisdom thus revealing challenges and opportunities to the mankind. This Philosophy of Change Management embedded in Quranic Verses was the driving force for the Conference theme.

Ladies and Gentleman, the exponential progression in the hub of knowledge worldwide needs to be articulated so that the openings could be carved for the growth, development and prosperity of humanity. The dynamic environmental shift has significance in the perspective of the geo-political location of Pakistan. This needs to be studied in the backdrop of the social, cultural and religious developments all over the world. This Conference will provide an



opportunity to the fraternity from social sciences academia, business and corporate world and research to abreast themselves with this wave of change the world over.

The portfolio of the Conference accounts for the changes occurring in the overall Economy and emerging trends in Business Strategies, Manufacturing Sector, Marketing, Entrepreneurship, Banking, Finance and Organizational Culture in the prevailing COVID-19 pandemic scenario. I am, therefore, confident that this Conference will make meaningful contributions to the existing knowledge-base, educating all the stakeholders for policy development and strategy formulation to encounter the challenges and explore the opportunities in the prevailing situation.

It is very satisfying to state that the presenters are representing majority of business schools from all over Pakistan. We are thankful to all the research scholars who responded positively to our calls and submitted their scholarly works for the Conference. We received total 160 Research Papers from 29 universities around the globe on diverse range of 5 topics/themes: Marketing, Organizational Behavior, Business Strategy & Entrepreneurship, Banking & Finance, Economics and COVID- 19. We welcomed keynote speakers from prestigious International institutions: Prof. Dr. Ali Osman ÖZTÜRK, Rector, Hitit University, Çorum, Turkey; Dr. Bahaudin Mujtaba, Professor of Management, Nova Southeastern University (NSU), Florida, United States and Dr. Mazuri Abd Ghani, Associate Professor, Faculty of Business and Management, University Sultan Zainal Abidin, Kuala Terengganu, Malaysia. We received International Sponsorship for our International conference from Hitit University, a Public Sector University, established on 17 March 2006 in Çorum, Turkey, having 43 Departments, 228 academic Programs, around 1500 Academic and Admin Staff, 16,000 Students and 300+ International Students. Moreover, International Islamic Marketing Association and International Journal of Islamic Marketing & Branding also sponsored our International conference.

Our team of young volunteers worked day and night under the supervision of the Organizers, Faculty Members and Administrative Staff to make this Conference a success.

Thank You!

Professor. Dr. Mubbsher Munawar Khan

Dean Faculty of Commerce &

Principal Hailey College of Banking & Finance

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Lahore, Pakistan.



KEY NOTE SPEAKERS**Professor Dr. Ali Osman ÖZTÜRK**

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Amman, Jordan.

Professor Dr. Zulfiqar Ahmad

Principal

Hailey College of Commerce, University of the Punjab

Lahore, Pakistan.

Professor Dr. Muqqadas Rehman

Director

Institute of Business Administration, University of the Punjab

Lahore, Pakistan.



ORGANIZING COMMITTEE

Dr. Waqas Farooq - Conference Secretary

Dr. Waqas Farooq, currently working as Assistant Professor in Hailey College of Banking & Finance in University of the Punjab Pakistan. Teaching and research interest in OB, HR, leadership, Islamic Management and Business strategy. He has published his work in several national and international journals. He is also an approved consultant by National Business Development Corporation Pakistan and has worked with various national and international organizations.

Mr. Fida Hussain Bhukhari

Mr. Fida Hussain Bhukhari holds MBA and MPhil in Business Administration from IBA University of the Punjab Lahore. Served Banking Industry for over 28 years on prestigious positions monitoring Risk Management. Operations, Special Assets Management etc. Also associated with academia and has over 35 years of teaching experience at Hailey College of Banking & Finance, Hailey College of Commerce, IBA, IAS and professional institutions like IBP etc.

Dr. Samar Rahi

Dr. Samar Rahi is an Assistant Professor of Marketing at Hailey College of Banking & Finance, University of the Punjab, Lahore, Pakistan. He holds a Ph.D. in Marketing from Universiti Sultan Zainal Abidin (UniSZA), Malaysia. He has worked with top-notch travel tech joint like Saffr A/S, Amadeus and Galileo. His current research interests include e-government, health information system, information management, business intelligence, e-commerce, digital innovation and technology adoption. His research projects include study of e-health services, e-government adoption, travelling constraints, brand love, voice banking, and e-service quality.

Ms. Fizza Rizvi

Ms. Fizza Rizvi, serving as Assistant Professor at Hailey College of Banking & Finance, University of the Punjab from past 8 years. Her interest areas for research includes OB, Management, Dark side of leadership and organizational politics. Currently, she is pursuing her PhD in management. Her research work has been published in recognized international journal.

Dr. Tehmina Fiaz Qazi

Dr. Tehmina Fiaz Qazi is currently serving as an Assistant Professor at Hailey College of Banking & Finance, University of the Punjab, Lahore. Previously she served at Institute of Business & management, University of Engineering & Technology, Lahore (Pakistan) as an Assistant Professor. She has obtained her Ph.D. degree in Business Administration. Her research work includes several research papers published in recognized International & National journals and conferences. Her areas of interest include Organizational behaviour, Consumer behaviour, Strategic Management, Leadership and Human resource Management.



Dr. Muhammad Usman

Dr. Muhammad Usman is working as Assistant Professor at Hailey College of Banking & Finance, University of the Punjab, Lahore, Pakistan. He has done Ph.D. Business Administration from School of Management and Economics, Beijing Institute of technology, Beijing, China. His research interest areas are Industrial and Enterprise Innovation Management, R&D Investments, TMT Compensation policies, Digital Economy and Business Intelligence, Financial and Information Technologies, Green technologies and Sustainable Economic Development. He has completed his Master of Commerce (M.Com Hons.) degree with major in Management Science from Hailey College of Commerce, University of the Punjab, Lahore, Pakistan. Previously, he worked as Lecturer of Commerce at Government Post Graduate Islamia College, Gujranwala, Pakistan.

Mr. Muhammad Awais

Mr. Muhammad Awais is associated with Hailey College of Banking & Finance strengthening the IT section. He has done B.Tech, and also hold diploma in associate engineering (DAE). His logistical support to the Organizing Committee is unprecedented.



CONFERENCE COORDINATORS**Mr. Abuzar Khan****Ms. Aleena Kunwar****Mr. Amjad Ali****Ms. Amna Aleem****Ms. Ayesha Ramzan****Ms. Esha Asif****Mr. Hamza Javed****Ms. Kainat Nafees****Ms. Kinza Naseer****Ms. Laiba Arshad****Ms. Laiba Ashraf****Ms. Maryam Fatima****Ms. Mehak Mukhtar****Ms. Mubashara Tariq****Mr. Muhammad Faizan****Mr. Muhammad Masood****Ms. Nabeeha Attique****Ms. Sumiya Khalid****Ms. Tayyaba iqbal****Mr. Ummad Junaid Jamshed****Mr. Waqas Ali**

CONFERENCE PROGRAM**CBIBM-2020****5th International Conference on Banking, Insurance & Business Management****Hailey College of Banking & Finance****University of the Punjab****FIRST DAY (17 December, 2020)****INAUGURATION CEREMONY**

1. Guests to be Seated	09:50 AM
2. Arrival of Chief Guest	09:55 AM
3. Welcome Remarks	10:00 AM
4. National Anthem	10:05 AM
5. Recitation of Holy Quran	10:10 AM
6. Hymn in Praise of the Prophet Muhammad (PBUH)	10:20 AM
7. Welcome Address by Dean & Principal Hailey College of Banking & Finance	10:25 AM
8. Keynote Speech by Honorable Rector - HITIT University, Turkey.	10:40 AM
9. Keynote Speech by Honorable Professor – Nova Business School, USA.	10:55 AM
10. Keynote Speech by Honorable Associate Professor – University Sultan Zainal-Abidin, Malaysia	11:10 AM
11. Keynote Speech by Honorable Professor – Princess Sumaya University for Technology	11:25 AM
12. Keynote Speech by Honorable Professor – Principal Hailey College of Commerce	11:40 AM
13. Keynote Speech by Vice Chancellor – University of the Punjab, Pakistan	11:55 AM
14. Photo Session	12:15 AM
15. Lunch	12:30 PM
16. Academic Session I	1:30 PM – 2:40 PM
17. Academic Session II	2:45 PM – 4:10 PM
18. Academic Session III	4:15 PM – 5:45 PM

End of Day One

CBIBM-2020**5th International Conference on Banking, Insurance & Business Management****Hailey College of Banking & Finance****University of the Punjab****CBIBM- 2020****CONFERENCE PROGRAM****SECOND DAY (18 December, 2020)**

19. Academic Session IV	09:00 AM – 10:30 AM
20. Break	10:30 PM – 11:00 PM
21. Academic Session V	11:00 PM – 12:30 PM

End of Day Two

Theme: Organizational Behaviour		
Session: 1	Time: 1:20 PM - 2:40 PM	Room # 1
Session Chair:		
Sr #	Authours	Study Title
11	Um E Ammara, Samar Rahi, Waqas Farooq, Muhammad Usman	Examine the role of job embeddedness, innovative work behavior, and Psychological climate to predict the employee job performance
12	Sadia Shaheen, Amna Asad	Impact of Organizational Cronyism on Employee Behaviors An Empirical Investigation with Moderating Role of Islamic Work Ethics
25	Beenish Huma, Muhammad Usman	Impact of Workplace bullying on factors Human Resource hierarchy, Occupational stress and workplace Types in light of power imbalance: Evidence from Healthcare sector of Pakistan
28	Neha Younas	Impact of Workplace Ostracism on Turnover Intention with mediation of organizational cynicism
31	Zain Ashfaq, Jamshaid Ahmad, Naveed Iqbal Chaudhary	Impact of green HRM practices on sustainable performance with moderating role of green supply chain management practices
37	Rana M. Ayyub, Irfan Ishaq, Kainat	An Empirical Investigation of Sexual Harassment on Job Satisfaction among women- A Case Study of Pakistani Universities
175	Qirat Amna, Rizwan Qaiser Danish, Shrafat Ali Sair,	Workplace incivility and outcomes in the organization: testing the mediating role of emotional exhaustion



Theme: Strategy		
Session: 1	Time: 1:20 PM - 2:40 PM	Room # 2
Session Chair:		
Sr #	Authours	Study Title
3	Atif Nawaz Mughal, Anum Shahzad, Rao Raza Hashim	Focusing how one of the leading industrial products manufacturers embarked on a journey to transform its global logistics.
20	Muhammad Kaleem Shakir, Muhammad Usman	The Impact of Knowledge Management Practices on Firm Innovation with the Mediating Role of Actual Use of Knowledge: Evidence from Banking Sector
24	Iram Naz, Muhammad Usman	Mediating Role of Enterprise Risk Management Practices in Relationship of Business Strategy, Information Technology Strategy and Manufacturing Strategy with Organization Performance
35	Ahsan Mehmood, Waqas Farooq	The Relationship between Organizational learning and Open Innovation as mediating role of TQM on SMEs.
36	Hafsa Bashir	Impact Of Social Media And Consumer Innovativeness On Sustainable Purchase Behaviour
45	Ahsan Abbas, Anum Masood	Examine the impact of leadership styles on organizational performance in textile industry Pakistan



Theme: Marketing		
Session: 1	Time: 1:20 PM - 2:40 PM	Room # 3
Session Chair:		
Sr #	Authours	Study Title
4	Danish Ilyas, Mariyam Akram	Hello marketer; let's change the attitude of consumer through social media advertisement
5	Sadia Ijaz, Fida Hussain Bukhari	Awareness and perception of customer for Takaful
7	Zohaib Tahir, Samar Rahi, Waqas Farooq, Muhammad Usman	Investigating the role of Decomposed theory of planned behaviour (DTPB) towards adoption of family Takaful in Pakistan
9	Zarqa Jamil, Samar Rahi	Investigate user satisfaction behavior of mobile banking adoption with. perceived usefulness and perceived risk in Pakistan.
10	Mehwish Ishtiaq, Samar Rahi, Waqas Farooq, Muhammad Usman	The Impact of digital marketing on consumer buying behavior.
14	Mehnaz Rashid, Mubbsher Munawar Khan	Factors Influencing the Halal cosmetics adoption in Pakistan: is it religion influencing their decision?



Theme: Finance		
Session: 1	Time: 1:20 PM - 2:40 PM	Room # 4
Session Chair:		
Sr #	Authours	Study Title
13	Ahsan Zahid, Mubbsher Munawar Khan	The Impact of Intellectual Capital on Firm Value and moderating role of Managerial Ownership and Institutional Ownership
17	Shabana Akhtar, Waqas Farooq	Prediction of financial distress using Altman Z-Score and Current ratio: A case study of cement sector companies listed at Pakistan stock exchange
18	Urooj Akram, Hassan Raza	Spillover Effect of Mean and Volatility in Alternative Investments: Study for Pakistani Fund Managers
34	Muhammad Asif Awan, Khadija Amjad, Saqib Shahzad	Factors That influence on the Audit Quality of Government Audit Officer
52	Kainat Kamran, Ali Hamza, Ume-Amara	Assessing impact of Liquidity on Profitability of Companies: An Empirical Evidence from Automotive Sector of Pakistan
71	Muhammad Azeem	Propensity to Pay Dividend and Determinants of Dividend Payout Policy: Evidence from Textile Sector of Pakistan.



Theme: Covid-19		
Session: 1	Time: 1:20 PM - 2:40 PM	Room # 5
Session Chair:		
Sr #	Authours	Study Title
38	Areeba Rashid, M Ali Hamza	To explore the impact of Work from home in COVID-19 and its influence on employee's productivity
39	Saira Razzaq, M Ali Hamza	RESILIENCE OF EMPLOYEES DURING NOVEL COVID-19
40	Afira Fatima, M. Asif Awan	Effect of COVID-19 Pandemic on Consumer Behavior in Pakistan: Switching from Brick and Mortar Stores to E-Commerce
41	Hira Zulifqar, M. Ali Hamza	Immediate psychological status and precautionary measures of workforce toward rejoining work during COVID-19 pandemic. A Quantitative Evidence of Pakistan workforce
42	Hafiza Sabah Latif, M. Ali Hamza	Myths and apocryphal stories about Covid-19 on social media in Pakistan

**End of Session I
Break**



Theme: Organizational Behaviour		
Session: 2	Time: 2:45 PM - 4:10 PM	Room # 1
Session Chair:		
56	Rana Ali Hamid, Waqas Farooq, Samar Rahi	An employee's perception of fairness and extra-role job behaviors while understanding the role of embeddedness: A COR perspective.
57	Muhammad Afzaal, Fizza Rizvi	The Explanatory Roles of Job Satisfaction (JS) and Interactional Justice (IJ) Climate Between Ethical Leadership (EL) and Organizational Citizenship Behaviour (OCB)
70	Gullam Muhyuldeen, Asad Ali	Investigating the relationship of Job Stress and Turnover Intentions; by taking Work Family Conflict and Family Work Conflict as mediator.
81	Waqas Baig, Rizwan Qaiser Danish, Hafiz Ahmed Ullah	Ethical Climate and Behavioral Integrity: What determines Ethical Leadership under political mentoring?
82	Rizwan Qaiser Danish, Shaista Jabeen	Impact of Structural Empowerment and Employee Engagement on Adaptive Performance: A Mediating Role of Knowledge Hoarding
83	Shaista Jabeen, Rizwan Qaiser Danish	Impact of Workplace Mistreatment and Structural Empowerment on Employee Engagement: The Mediating Role of Knowledge Hoarding.



Theme: Strategy		
Session: 2	Time: 2:45 PM - 4:10 PM	Room # 2
Session Chair:		
Sr #	Authours	Study Title
51	Asma Sami	A Fuzzy AHP method for evaluating critical Success factor in implementing E-leaning system
53	Syeda Moiza Ali Shah	Realigning Business Dynamics In Changing Global Environment
54	Ahmad Usman Shahid, Jawad Shahid, Hafiza Sobia Tufail	The Impact of Organizational Learning on Organizational Citizenship Behavior of Professional Accountants with the Mediating Role of Organizational Innovation; Evidence from Pakistan
59	Sana Shoukat, Waqas Farooq	Organizational learning capabilities, intellectual capital and open innovation, A study of SMEs based in Lahore
75	Rizwan Qaiser Danish, Shahid Hafeez, Hafiz Fawad Ali	Organizational learning capability, innovation and performance: study in small and medium-sized enterprises (SMEs)
84	Rizwan Qaiser Danish, Qalb E Abbas, Nida Tariq, Ayesha Imtiaz	Impact of E-marketing Practices on the Sales of SMEs through Moderation of Business Intelligence Gathering



Theme: Marketing		
Session: 2	Time: 2:45 PM - 4:10 PM	Room # 3
Session Chair:		
Sr #	Authours	Study Title
27	Mubbsher Munawar Khan, Kinza Mustafa, Andleeb Zahra	What impact do social media influencer marketing has on the purchase intention of generation Z customers? The moderating role of product-endorser fit
30	M. Asif Awan, Sania Ali Samiya Ayyub	Determinants of likelihood of choosing sharing economy service again: An empirical study of Uber and Careem in Pakistan
33	Muhammad Asif Awan Saqib Shahzad Khadija Amjad	Effect of social media marketing activities toward purchase intention and brand loyalty: mediating role of brand awareness, brand image
43	Tuba Shehwar, Fatima Shahid	Purchase Of Halal Products Among Muslim Consumers: A Moderated Framework Of Halal Certification
44	Muhammad Asif Awan, Ammama Alvi Bab Shah	Understanding the attitude- behavior gap for counterfeit product using behavioral reasoning theory
48	Asra Siddiqui, Shumaila Muratab Hussain	Increasing trend of impulse online buying of fashion products in Pakistan: mediating role of Perceived usefulness of websites



Theme: Banking		
Session: 2	Time: 2:45 PM - 4:10 PM	Room # 4
Session Chair:		
Sr #	Authours	Study Title
2	Shahla Sadaf Shafi	Emphasized of the new framework for banking directive in private banks of Pakistan as defined in Basel III and State Bank of Pakistan circular number BPRD 06 dated 15th August, 2013 regarding instructions for Basel III implementation in Pakistan.
46	Mahwish Zafar, Shazia Kousar, Imama Mehboob Ali	The role of Commercial banks loans in the development of Agriculture and industrial sector of Pakistan.
55	Muhammad Rizwan Ullah, Amber Pervaiz, Faiza Rehman, Sadaf Akram, Hina Shahzadi	Government Support, Bank Regulations And Risk Taking Behavior By Pakistani Banks
64	Maryam Saleem	The relationship between Islamic financial literacy and intention to use Islamic banking of the customers' in Pakistan, testing the mediating role of customers' attitude
116	Abdul Rehman, Farah Naz Naqvi	Impact Of Fintech Adoption On Financial Performance Of Commercial Banks Through Mediating Effect Of Investment In Mis And Transactional Risk Associated With Them; An Empirical Evidence From Pakistan's Banking Industry
139	Tehmina Fiaz Qazi, Abdul Aziz Khan Nazi, Syed Abbas Ali Shah, Muhammad Usman	Issues of Digital Banking Growth in Pakistan? An Interpretive Structure Modeling Approach
151	Abdul Aziz Khan Niazi, Tehmina Fiaz Qazi, Muhammad Saqib Raza, Syed Noor-Ul-Hasan	Evaluation of Takaful Operators in Pakistan: A Grey Relational Analysis



Theme: Covid-19		
Session: 2	Time: 2:45 PM - 4:10 PM	Room # 5
Session Chair:		
Sr #	Authours	Study Title
47	Hira Zulifqar, M. Ali Hamza	Immediate psychological status and precautionary measures of workforce toward rejoining work during COVID-19 pandemic. A Quantitative Evidence of Pakistan workforce
60	Mashal Shafqat, M. Ali Hazma	Pandemic COVID-19 and rising anxiety: empirical analysis on university students in Pakistan
127	Muhammad Umer Farooq	Effect of Distance Learning on student Learning outcomes and Moderate Relationship of Covid-19
134	Aftab Shoukat	The psychological impact of COVID 19 epidemic on University students of Lahore Pakistan with the mediation of online student engagement
141	Mr. Ammar Nawaz, Mr. Faisal Zahid, Mr. Muhammad Arslan, Saman Arshad, Ayesha Aslam	Impact of COVID'19 on the financial performance of Textile: A Case Study of Textile Sector of Pakistan

End of Session II

Break



Theme: Organizational Behaviour		
Session: 3	Time: 4:15 PM - 5:45 PM	Room # 1
Session Chair:		
88	Uzair Shahid, Syeda Nida Ali Zaidi	Does Mindfulness moderate in the presence of Creative Self-Efficacy? Abusive supervision's influence on employee creativity
92	Syeda Tuba, Rabia Saleem	Effects of Supportive Work Environment on Employee Retention with the mediating role of Employee Engagement and Knowledge Sharing Behavior
95	Nida Naeem, Anam Masood	Impact of career management on employees' productivity; The mediating effect of work life balance
98	Tehmina Fiaz Qazi, Amna Nazar	How Workplace Friendship is related to Helping Behavior & Work related Outcomes: mediating effect of Group Cohesion
102	Tabassum	Leaders always inspire their followers to do their best for the success of the organizations
112	Rida Kaukab, Muqqadas Rehman, Shahan Mehmood Cheema	Impact of Green Human Resource Management on Organizational Citizenship Behavior towards Environment: Mediating roles of Sustainability Rationales



Theme: Entrepreneurship		
Session: 3	Time: 4:15 PM - 5:45 PM	Room # 2
Session Chair:		
Sr #	Authours	Study Title
8	Kamran Masood, Samar Rahi	The Role of Small and Medium Enterprises (SME's) in the Socio-economic Stability of Lahore
29	M.Asif Awana, Zaib-Un-Nisa Baig, Samiya Ayyub	The Impact of Personal Attitudes, Innovative Start-Up Intentions, and Entrepreneurial Passion for Developing Entrepreneurial Intentions: Study on Private Universities Business Students
77	Rizwan Qaiser Danish, Sara Shabbir	An empirical investigation of the mediating Role of Entrepreneur Improvisation on Innovation during turbulence in business environment.
80	Sara Shabbir, Rizwan Qaiser Danish	Does Emotional Responses of fear and anxiety mediate the relationship between Environmental Turbulence and Entrepreneur Improvisation in SME's?
99	Rida Tanveer, Muhammad Ali	Determinants of entrepreneurship: An empirical study of female graduates student in Pakistan
100	Muhammad Usman Nisar, Rabia Saleem	Organizational Context and Firm Performance; Role of Corporate Entrepreneurship as mediator and External Environment as moderator



Theme: Marketing		
Session: 3	Time: 4:15 PM - 5:45 PM	Room # 3
Session Chair:		
49	Hafiz Ahmed Hassan Tariq	Factors influencing customer satisfaction towards online shopping in Pakistan
50	Samra Habib, Rabia Saleem	Factors Influencing Behavioral Intention of Consumers to Adopt Islamic Banking.
65	Nida Arif, Ahmed Muneeb Mehta	The Impact of E-Word-of-Mouth in Social Media on Consumer Purchase Intentions: A Mediating Role of E-Wom
66	Maira Awais, Muhammad Ali	The Impacts Of National Culture Values And Ewom On Consumer Acceptance Of E-Commerce
69	Hafiz Azeem Saleem, Mr. Mubbsher Nazir	Factors Effecting The Intention To Decision In Purchasing Life Insurance And Private Pension
78	Muhammad Arshad, Nosheen Pervaiz Awan	The impact of implementing technology brand reputation and university external image on the student adoption to change: A moderated mediation approach
160	Jawaria Javed, Ishfaq Ahmed	The effect of customer engagement, brand attachment and customer trust on customer citizenship behavior



Theme: Finance		
Session: 3	Time: 4:15 PM - 5:45 PM	Room # 4
Session Chair:		
Sr #	Authours	Study Title
76	Muhammad Ramzan, Muhammad Usman, Rizwan Qaiser Danish, Hafiz Ahmed Ullah, Waqas Baig	The Acceptance of the E-Filing System by Individual Taxpayers in Pakistan: A Simplified Model
86	Nosheen Pervaiz Awan, Faheem Fazal	The Impact Of Panama Scandal On Karachi Stock Exchange: An Event Study Methodology
94	Aqsa Shahzadi, Mubashir Nazeer	The impact of FIST on perceived safety regarding Risk management in large capacity buildings
96	Sadaf Raza, Mubashir Nazeer	The Effects of Financial distress and Financial constraints on trade credit provisions- Evidence from PSX-100 Index
106	Farhan Mahboob	Corporate Governance Reforms Review: The Ripple Effect Framework of Corporate Disclosure & Transparency Culture
119	Sidra Tariq Abdul Aziz Khan Nazi	Investigating Causal Relationships among Accounting Mall Practices: An Empirical Evidence from Pakistan



Theme: Economics		
Session: 3	Time: 4:15 pm - 5:15 pm	Room # 5
Session Chair:		
Sr #	Authours	Study Title
16	Asad Ali, Ahmed Muneeb Mehta	Effect of FDI, remittances and foreign aid on economic growth through granger causality test and vector error correction model of Pakistan
21	Mohsin Raza, Muhammad Usman	The nexus of international trade, institutional quality and infrastructure development with economic growth: Evidence from South Asian countries
67	Muhammad Usman, Ilyas Ahmad, Rana Tahir Naveed, Muhammad Irfan Malik	Technological Unemployment: A Myth or Reality
68	Sumyya Khan	The Nexus Between Institutions And Economic Growth In South Asia: A Panel Data Investigation
126	Tehmina Fiaz Qazi, Sadaf Zulfiqar, Abdul Aziz Khan Niazi, Samar Rahi	Structural Ranking of the Strengths of Pakistan's Economy
128	Abdul Rahman, Abdul Aziz Khan Niazi	Identifying what are the Components of Sustainable Higher Education in Pakistan
124	Muhammad Usman Malik, Aban Abid Qazi, Fouzia Hadi Ali	Factors Leading To The Success Of Capital Budgeting Decisions. A Case For Spinning Sector In Pakistan

End of Session III, End of Day One



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2020

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17-18th DECEMBER, 2020

Proceedings

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Schedule of Presentations

Day 2 (Friday)

18 December, 2020



Theme: Organizational Behaviour		
Session: 4	Time: 9:00 am - 10:30 am	Room # 1
Session Chair:		
113	Ayesha Yasin, Muqqadas Rehman, Shahan Mehmood Cheema	The relationship between Career Adaptability and Employee Performance with Mediating Role of Job-Crafting and Work Engagement in Presence of High Performance Work Practices
120	Areeqa Mustafa	Green human resource management in textile industry of Pakistan
122	Sana Shahid, Rabia Saleem	Impact of High Performance Work System on employee performance with the mediation effect of employee skill and job satisfaction in the banking sector of Pakistan.
125	Mujahid Mahmood	Linking Ambidextrous Organizational Culture to Innovative Behavior: A Moderated Mediation Model of Psychological Empowerment and Transformational Leadership.
132	Adeel Jahangir, Abdul Majeed, Rizwan Qaisar Danish, Nadia Nasir	Organizational Justice and Employees' Knowledge Sharing Nexus: Empirical Evidence from Energy Sector in Pakistan
135	Muhammad Hasnain	The Impact Of Perceived Organizational Support On Job Satisfaction Through Mediating Role Of Organizational Commitment And Moderating Role Of Job Involvement



Theme: Strategy and Entrepreneurship		
Session: 4	Time: 9:00 am - 10:30 am	Room # 2
Session Chair:		
Sr #	Authours	Study Title
148	Tehmina Fiaz Qazi, Naveeda Ali, Abul Aziz Khan Niazi	Entombing the Issues of New Business Start-ups in Pakistan: Imposing Order and Hierarchy on Complexity on Relationships
147	Aqsa Nadeem, Abdul Aziz Khan Niazi	Issue of Cyber Security Management: An Interpretive Structural Modelling
157	Muhammad Ali, Kaneez Fatima,	The Impact of Total Quality Management on organization Performance
138	Komal Ashfaq	Examining the role of Entrepreneurship and innovation through technological impact by Entrepreneur intention: An Empirical Research in Pakistan
44	Muhammad Asif Awan, Ammama Alvi, Bab Shah	Understanding the attitude- behavior gap for counterfeit product using behavioral reasoning theory
19	Muhammad Abu Bakar Yousaf, Ahmed Muneeb Mahta	Effects of environmental dynamics on organizational innovation performance via dynamic capabilities



Theme: Marketing		
Session: 4	Time: 9:00 am - 10:30 am	Room # 3
Session Chair:		
Sr #	Authours	Study Title
79	Hafiz Fawad Ali, Sarmad Ijaz, Rizwan Qaiser Danish	Determining the factors affecting student's loyalty and satisfaction: A case of University of the Punjab
85	Syeda Maria Siddiqua, Maria Shaukat	Impact of religiosity on consumer behavior: An Islamic Perspective
89	Huzaiifa Aslam	Exploring the impact of Personalized Social Media Advertising on online impulse buying behavior, under the moderation of Privacy Concerns and mediation of Perceived Relevance, Perceived Novelty and Online Payment Facility.
91	Muhammad Azeem	Analyzing the Relationship between Customer Experience Quality and Customer Loyalty: Mediating Role of Customer Trust
101	Hafiz Anjum Shehzad	Impact Of Promotional Strategies on Parental Behaviour And Private School's Enrollment
105	Zaryab Jamil	Impact of Social media content on counterfeit products through mediating role of brand desire
165	Mubeen Maqsood, Mubbsher Munawar Khan	Customer co-creation: Antecedents and Effect on New Product Execution
171	Tehmina Fiaz Qazi, Abdul Aziz Khan Niazi, Waleed Javeed, Samar Rahi, Muhammad Usman	What are outcomes of social media marketing and how are they related?



Theme: Finance		
Session: 4	Time: 9:00 am - 10:30 am	Room # 4
Session Chair:		
Sr #	Authours	Study Title
121	Rubab Abid, Muhammad Idrees	The Theoretical and Empirical Analyses on the Relationship between Stock Market Development, Foreign Direct Investment, Domestic Savings and Exports in Pakistan
130	Rabia Khaliq, Abdul Majeed, Nisar Ahmad, Rizwan Qaisar Danish	Determinants for the Implementation of Activity-Based Costing System in Manufacturing SMEs of Lahore
152	Muhammad Raza Javed, Syed Murtaza Hassan, Syed Zeeshan Haider, Bilal Rana	Impact of Liquidity and Financial Leverage on Firm Profitability
155	Arslan Shahid, Muhammad Idress	Implementation of BASEL-II in Pakistan
170	Tehmina Fiaz Qazi, Abdul Aziz Khan Niazi, Fazal Nabi, Samar Rahi	Possible ways of punishing corporations on crimes .



Theme: Economics		
Session: 4	Time: 9:00 am - 10:30 am	Room # 5
Session Chair:		
Sr #	Authours	Study Title
140	Maqsood Ahmad, Abdul Aziz Khan Niazi	Enablers Of Technology And Innovation Development In Pakistan
143	Tehmina Fiaz Qazi, Abdul Aziz Khan Niazi, Muhammad Ali Sajjad, Waqas Farooq	Causes of Binge Eating Habits in University Students: Imposing Order, Direction and Hierarchy on Complex Relations
149	Tehmina Fiaz Qazi, Abdul Aziz Khan Niazi Ghulam Muhammad, Muhammad Usman	Evaluating the Barriers in Sustainability of e-Governance in Pakistan
150	Iqra Naeem, Abdul Aziz Khan Niazi	Understanding the Issues of Trade Barriers of Pakistan with Neighboring Countries: Interpretive Structural Modeling Approach
156	Tehmina Fiaz Qazi, Abdul Aziz Khan Niazi Muhammad Nofil Ishaq, Samar Rahi, Muhammad Usman	Understanding How CPEC is Helping Economic Growth in Pakistan?
162	Najam-Ul-Saher, Abdul Aziz Khan Niazi	Developing the structural Model of Issues of CPEC
163	Abdul Aziz Khan Niazi, Nadeem Iqbal	Slyer Ways of Bribery in Pakistan: Using Binary Matrices for Structuring the Issue

End of Session IV

Break



Theme: Organizational Behaviour		
Session: 5	Time: 11:00 am - 12:30 pm	Room # 1
Session Chair:		
145	Nudrat Fatima, Abdul Aziz Khan Niazi	Interpretive Structure Model of different Ways of Workplace Bullying in Pakistan
146	Waqas Tariq, Abdul Aziz Khan Niazi	Identifying Implications of Stretched Working Hours of Police: Using Binary Matrices for Modeling Issue
158	Samreez Safdar, Ishfaq Ahmed	Despotic Leadership and its impact on Psychological Well-Being
161	Noreen Arif, Ishfaq Ahmed	Impact of workplace incivility on employee's counter productive work behaviour: mediating role of resource depletion and moderating role of narcissism
164	Sonia zulfqar	The Influence Of Organizational Climate And Compensation Packages On Employee Performance Mediated By Employee Motivation



Theme: Strategy		
Session: 5	Time: 11:00 am - 12:30 pm	Room # 2
Session Chair:		
Sr #	Authours	Study Title
87	Khadija Akram, Rizwan Qaiser Danish, Sania Saeed, Saba Arif	Investigating The Influence Of Social Capital And Knowledge Sharing On The Organizational Performance With The Mediating Role Of Creativity. Evidence From SME's Sector In Pakistan
104	Zahid Bashir, Maryam Ashraf	Dynamic Innovation capabilities explaining the banking performance: Does the socio-economic characteristics of banking employees moderate the above relationship?
109	Rabia Fareedi, Anum Masood	The relationship between Emergency Risk communications and disaster preparedness :mediating effects of disaster awareness
114	Naleema Azam, Muqqadas Rehman, Shahan Mehmood Cheema	Impact of CEO compensation and CEO Power on Firms' Innovation Moderating Role of Ownership Structure
115	Tooba Alam, Muqqadas Rehman, Shahan Mehmood Cheema	Impact Of Resource Sharing On Firm Performance With Mediating Role Of Competitive Capability Of Product Quality And Low Cost



Theme: Marketing		
Session: 5	Time: 11:00 am - 12:30 pm	Room # 3
Session Chair:		
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ABSTRACT PROCEEDINGS



**IMPACT OF ORGANIZATIONAL CRONYISM ON EMPLOYEE
BEHAVIORS AN EMPIRICAL INVESTIGATION WITH
MODERATING ROLE OF ISLAMIC WORK ETHICS**

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ABSTRACT

This study aims to explore the relationship between the organizational cronyism, employee performance, and work engagement in public sector organizations of Pakistan. As it is established in past research, that the organizational cronyism negatively effects the positive work behaviors of the employees and enhances negative workplace behaviors and attitudes. The key purpose of this study is to examine the effect of organizational cronyism on workplace behaviors and attitudes. Additionally, moderating role of Islamic work ethics has been tested in the relationship between organizational cronyism and work outcomes which is a unique contribution of the study.

The study employed exploratory research design and time lag survey technique. On the basis of comprehensive literature review, research hypotheses were formulated to investigate the relationship between study variables. The primary data were collected using questionnaires from employee working in public sector organizations of Pakistan.

The results of the study indicates organizational cronyism negatively impact work outcomes and Islamic work ethics moderated the relationship between organizational cronyism and work outcomes such that the relationship is low in presence of high Islamic work ethics.

Managerial, theoretical and practical implications are also discussed along with study limitations.

Keywords: organizational cronyism, Islamic work ethics, employee engagement, employee performance



**IMPACT OF WORKPLACE BULLYING ON FACTORS HUMAN
RESOURCE HIERARCHY, OCCUPATIONAL STRESS AND
WORKPLACE TYPES IN LIGHT OF POWER IMBALANCE:
EVIDENCE FROM HEALTHCARE SECTOR OF PAKISTAN**

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ABSTRACT

The purpose of this paper is to apply the concept of power imbalance to explain workplace bullying (WPB) and role of variables like human resource (HR) factor, occupational stress and workplace associated with bullying in health care sector of Pakistan. We assess and identify the individual, hierarchical and workplace issues led by bullying in light of power imbalance. This study also examine the extent with which these factors can be affected. We use a random sampling approach by distribution of questionnaire among total 300 employees working in 15 different health care departments to receive their response about work place bullying. The questionnaire also addresses the occupational stress and perception of work place characteristics. We employ the structural equation modeling (SEM) for the analysis of study hypotheses. The results of this study found that the exposure of the nurses and health workers to bullying is relatively high with 42 per cent of respondents experiencing WPB in the past 12 months) and there are multiple perpetrators of bullying. The research revealed several demographic predictors associated with the different types of perpetrators. Downward and horizontal bullying were the most prevalent forms. Workplace characteristics were more important predictors of bullying by different perpetrators than were occupational stress. Furthermore, power imbalance positively and significantly moderates the relationship of WPB with factors HR hierarchy, occupational stress and workplace types. There are limitations to the study due to a low response rate and the cross-sectional survey. Practical implications of this study emphasize the importance of focused human resource strategies to prevent bullying at workplaces.

Keywords: workplace bullying; workplace types; power imbalance; occupational stress; HR factor.



IMPACT OF WORKPLACE OSTRACISM ON TURNOVER INTENTION WITH MEDIATION OF ORGANIZATIONAL CYNICISM

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ABSTRACT

The purpose of this study is to examine that how employees feels ostracize in an organization and develop negative behavioral outcomes like cynicism which leads to turnover intention, based on conservation of resource theory. The cynicism is tested as mediator between ostracism and turnover intention, to examine that how the experience of being ostracized appeared in the form of negative emotions and cynical behavior with reference to other employees and employer which brings out the intention to leave the job. Using the convenience sampling for collection of data, the link of google form questionnaire is sent to 420 people who are currently working in any organization. The questionnaire is consists of 25-items. The item-response theory by Krejious and Morgan was use for determining the sample size. The SEM is utilized to verify the research model. This study measured the exact relationship of workplace ostracism with organizational cynicism and their impact of turnover intention. This study highlights the importance of conserving personal resources while you are at workplace. This study is provided assistance to the members of the organization to understand that how to identify ostracized employees. This study has successfully identified the importance of employee's mental health. There is no direct relationship found between workplace ostracism and organizational cynicism but there is strong and positive relationship found between workplace ostracism and turnover intention and organizational cynicism with turnover intention. There is partial mediation of organizational cynicism found between workplace ostracism and turnover intention.

Keywords: Workplace Ostracism, Organizational Cynicism, Turnover intention.



**IMPACT OF GREEN HRM PRACTICES ON SUSTAINABLE
PERFORMANCE WITH MODERATING ROLE OF GREEN SUPPLY
CHAIN MANAGEMENT PRACTICES**

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ABSTRACT

The purpose of this study is to inspect the effect of green HRM practices on sustainable performance with mediating role of green supply chain management practices in manufacturing sector in Gujranwala Pakistan. The conceptual framework uses four independent variables one depended variable and two mediating variables. The Population was selected the manufacturing sector Gujranwala in Pakistan. A convenience sampling was used as a sampling technique and collected primary data through the questionnaire (self-administered & E-mail). Total 410 questionnaires were returned out of which 49 were not filled properly remaining 361 were considered in the study. SPSS and AMOS were utilized for statistical outcomes. Researcher anatomized descriptive statistics, correlation, regression, CFA and SEM. The outcomes of this study suggested that by and large performance sustainability of performance was impacted by GHRM and GSCM practices. In this model investigator studied green HRM practices (green hiring, green training, green performance management and green reward system) in-future, this model can be further expanded by considering other independent variables like total quality management and change the sector of this model apply to service and beverage industries. The results are important for all manufacturing firms to apply this model to enhance sustainable performance. In Previous literature and studies the relationship of HRM practices and knowledge sharing has been examined by several researchers in different countries and different sectors, but in this exploration researcher added additional dimensions of green HRM practices and dimensions of GSCM which has not tested up to the date in any previous literature.

Keywords: Green HRM practices, Green supply chain management practices, sustainable performance.



AN EMPIRICAL INVESTIGATION OF SEXUAL HARASSMENT ON JOB SATISFACTION AMONG WOMEN- A CASE STUDY OF PAKISTANI UNIVERSITIES

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ABSTRACT

The existing literature conducted to explore the perception of people about harassment in Pakistan. As we as a whole know Pakistan is a male commanded society yet ladies are working in relatively every field of life as the proportion of working ladies is step by step expanding in the nation because of the positive changes in social arrangement of Pakistan and rise of different female cordial occupations and working environments which have pulled in vast number of ladies to work outside the home and add to their nation's economy. Although there are many researches against harassment prevention or policies to avoid this irritating thing but unfortunately no study found against sexual harassment cases in universities this study fill the gap by introducing HEC policies and their implementation in the universities. It also give awareness to working women that now they are safe or they can serve their country their families very easily. The data was analysis through different software because this study based on mixed methodology so results analyzed through SPSS, AMOS, NVIVO to check the reliability. Firstly the qualitative data gathered to check themes or sub themes of variables through NVIVO software to check their coordination with each other after that quantitative data collected through questionnaires based on 5-point Likert scale from Lahore universities with the help of simple random sampling. All the respondents of this study belonged to different level of incomes or education level or this data analyzed through SPSS or AMOS. The quantitative data collected from questionnaires were entered in to MS excel and after that used on SPSS for descriptive statistics, skewness and kurtosis. After that AMOS was used for convergent reliability of constructs, convergent validity, standard and estimated model values and different effects.

Keywords:



**THE EXPLANATORY ROLES OF JOB SATISFACTION (JS) AND
INTERACTIONAL JUSTICE (IJ) CLIMATE BETWEEN ETHICAL
LEADERSHIP (EL) AND ORGANIZATIONAL CITIZENSHIP
BEHAVIOUR (OCB)**

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ABSTRACT

Virtually every organization is facing hardship to find out such kind of employees who altruistically go extra mile beyond their official assigned roles for performance improvement and goal achievement. Such kind of employees take interest to identify weak areas of organization and their emotional attachments with organization urge them to participate for fulfillment of this gap or diminish the prevailing risk by working extra hours, helping other co-workers who are overburdened, sharing skills and information and abide by set policy and procedures. Prior studies proved that this selfless behavior of employees at workplace leads to organizational citizenship behavior (OCB). Our study aims to evaluate the ethical leadership role to develop such behaviors in their subordinates to create commitment, loyalty, honesty, satisfaction, justice environment and professionalism towards organization. Furthermore, to explore the factors influencing the employees behaviors for those emerging organizations and ethical leaders who deem to have their employees or subordinates for longer run enrich with given qualities and will try to explain why these factors are important and how these can be developed and enhanced. This study will examine the direct and positive influence of ethical leadership (EL) for developing and enhancing the organizational citizenship behavior (OCB) and will also investigate how interactional justice (IJ) and Job Satisfaction mediates the association between these two variables. For this purpose, quantitative research consisting cross sectional (time lag) data on ethical leadership (EL) would be collected from employees and data on OCB would be collected from their concerned supervisors from banking sector in Pakistan. Moreover, questionnaire-based survey would be conducted consisting scales of Ethical Leadership (EL), Interactional Justice Climate (IJ), Job Satisfaction (JS) and Organizational Citizenship Behavior (OCB) based on item response theory with sample size 580. This study will help the policy makers and managers in any organization to create justice environment by establishing influencing factors, where employees perception of being treated well result in satisfaction, commitment, loyalty and honesty under the EL which will ultimately lead to OCB.

Keywords: Organizational citizenship behavior, ethical leadership, interactional justice



**INVESTIGATING THE RELATIONSHIP OF JOB STRESS AND
TURNOVER INTENTIONS; BY TAKING WORK FAMILY CONFLICT
AND FAMILY WORK CONFLICT AS MEDIATOR**

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ABSTRACT

Turnover intentions are losing the trained employees which leads towards hiring the new employees in the organization which causes the high cost. Job stress is the reason behind employee's turnover intentions. This research refers to job stress of the employee's which leads towards turnover intentions of the employee's. Wfc and Fwc considered as mediators between turnover intentions of the employee's. The objective of this study is to investigate the relationship of job stress and turnover intentions. This study has been investigated through work family conflicts (WFC) and family work conflicts (FWC). The approach of the study is quantitative. The information was collected from the employees in public and private sectors through questionnaire tool which was circulated among N 330 employees out of which 296 employees responded. The analysis of the research has been performed on SPSS. The relationship has been measured through Pearson correlation and the impact of the variables determined through performing regression analysis. To determine the impact of wfc and fwc Hayes process has been performed. This study has founded the significant positive impact of job stress and turnover intentions with the mediating effect of wfc and fwc. The implications of the study have discussed throughout the research paper. The results of the study concluded that job stress has positive impact on turnover intentions with the view of wfc and fwc. This is a rare study. The relationship of the job stress and turnover intentions with the mediating effect of wfc and fwc has not been tested before. Moreover, research will also be significant for researchers, decisions makers, practitioners and employers.

Keyword: Job stress, turnover intentions, work family conflicts and family work conflicts and employees and employer.



ETHICAL CLIMATE AND BEHAVIORAL INTEGRITY: WHAT DETERMINES ETHICAL LEADERSHIP UNDER POLITICAL MENTORING?

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ABSTRACT

From the past several decades service sector has to pay lot of cost due to the unethical behavior of the individuals. The problem was to investigate the role of political mentors and their impact on the ethical climate and behavior integrity in the presence of ethical leaders in the organization. The present study probe the impact of ethical climate, behavioral integrity on ethical leadership with the mediating role of political mentoring of employees at work. For analysis purposes data was collected from 450 employees with the help of convenience sampling by distributing a questionnaire to different service sectors of employees and the response rate was 85%. The finding of the study clearly shows a relationship among all the variables. And also, the mediating role of political mentoring between ethical leadership and ethical climate which is the contribution of this study in literature. The limitation of this study was its generalizability in the overall service sector.

Keyword: Political Mentoring (PM), Ethical Climate (EC), Ethical Leadership (EL), Behavioral Integrity (BI).



IMPACT OF STRUCTURAL EMPOWERMENT AND EMPLOYEE ENGAGEMENT ON ADAPTIVE PERFORMANCE: A MEDIATING ROLE OF KNOWLEDGE HOARDING

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ABSTRACT

Now a days the demand for adaptive workers has augmented and it is compulsory for employees to adapt well with the modifications. In this rapidly changing and volatile work environments current research investigates the impact of structural empowerment and employee engagement on employee adaptive performance. This study aimed to have an empirical investigation of the mediating role of knowledge hoarding on adaptive performance in the dominant context of engaged and empowered employees. The purpose of this research is to test a theoretical model linking employee engagement and workplace empowerment to the employees' adaptive performance through a mediation mechanism of knowledge hoarding in the growing environment of the education sector of Pakistan. The target population of this research study comprises of Education sector (public and private Universities), of Pakistan. Quantitative survey design is used for this study. Data collection has been completed through Self-administered questionnaire (SAQ) by using 5-point-Likert Scale anchored by 1 (strongly disagree) and 5 (strongly agreed). 200 responses of the study were received (50 % response rate) to examine the impact of work engagement and empowerment strategies on employee adaptive performance. Descriptive, correlation, and regression analysis were run to analyze the data. To measure and explain the proposed model well established scales are adopted. The outcomes of this research study show (1) that the structural empowerment and EE statistically impact adaptive performance and improves it. However EE and SE inclines to undermine KH. While, knowledge hoarding also statistically mediates the relationship between both exogenous variables of the study. Overall results offer significant understandings and repercussions, to suggest a practical framework to enhance workers' performance (AP). The present study contributes significantly to the adaptive performance existing literature in at least three ways. First, the study adds to the existing literature on AP by investigating the impact of EE and SE on AP. Which will subsequently contributes to attain the effectiveness of organization in changing and turbulent situations. Second, this research targets to study a new affective process approach through knowledge hoarding in EE–AP and SE-AP relationship. Third, Research on combined influence of work engagement and access to empowering work structures on employees' adaptive performance is rare to found up to best of our knowledge. Adaptive performance of employee helps to accomplish organizational desired outcomes including, organizational learning, managing change and keeping up with changing environmental demands.

Keywords: Employee engagement (EE), Structural empowerment (SE), Knowledge hoarding (KH), Adaptive performance (AP).



IMPACT OF WORKPLACE MISTREATMENT AND STRUCTURAL EMPOWERMENT ON EMPLOYEE ENGAGEMENT: THE MEDIATING ROLE OF KNOWLEDGE HOARDING.

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ABSTRACT

The business world is facing a lot of bullying or maltreating behaviors in business organizations. This study is aimed to have an empirical investigation of the mediating role of knowledge hoarding on employee engagement in the prevailing context of workplace mistreatment and empowerment structures. The purpose of this research is to test a theoretical model linking abusive supervision (mistreatment) and workplace empowerment to the employees' work engagement through a mediation mechanism of knowledge hoarding in the evolving context of the services sector of Pakistan. Research on combined influence of abusive supervision and access to empowering work structures on employees' work engagement is very less likely to found up to best of our knowledge. The target population of this research study comprises of four sub sectors of services sector of Pakistan. Which are Education, Telecommunication, Health, and Banking sectors. Data collection has been completed through Self-administered questionnaire. 350 responses of the study were received (45 % response rate) to examine the impact of workplace mistreatment (abusive supervisor) and empowerment strategies on employee engagement (EE). To measure and explain the proposed model well established scales are adopted. The outcomes of this research study show (1) that the structural empowerment statistically impact EE and improves it. However abusive supervision inclines to undermine EE. Knowledge hoarding also statistically mediates the relationship between both exogenous variables of the study. Overall results offer significant understandings and implications, both practically and theoretically, to the services sector, for the managers more generally suggesting a practical framework to enhance workers' performance and engagement. The present study contributes significantly to the abusive and empowering supervision existing literature in at least two ways. First, the study adds to the existing literature on workplace mistreatment by investigating its effect on work engagement. Consequently, how workplace mistreatment negatively impacts employees' engagement levels are of interest to both practitioners and researchers. Second, this study intends to examine a new affective pragmatic mechanism (knowledge hoarding) in the mistreatment–employee engagement and structural empowerment-EE relationship. Workplace mistreatment is substantial for developing nation and for organizational employees of these developing nations with a causal fact that if high level of workplace mistreatment prevails in the organization, employees feel less important and then the level of work engagement decreases which leads to the low organizational performance while help to empowerment elevate the work engagement.

Keywords: Abusive supervisor, Structural empowerment, Knowledge hoarding, Employee engagement (EE).



**DOES MINDFULNESS MODERATE IN THE PRESENCE OF
CREATIVE SELF-EFFICACY? ABUSIVE SUPERVISION'S
INFLUENCE ON EMPLOYEE CREATIVITY**

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ABSTRACT

The adverse impact of abusive supervision on employee creativity has received increased attention from researchers. However, there is no such study which focuses on the mediating role of Creative Self-Efficacy (CSE) in the presence of mindfulness. This article draws from Social cognitive theory to study the mediating role of CSE between abusive supervision and employee creativity. The impact of mindfulness as a moderating variable is a significant topic to study too. For the study, 390 questionnaires were distributed online to middle level employees for testing the hypothesis using snowball sampling method. The results identify that there was no crucial impact of abusive supervision on CSE or creative performance. However, there is a positive relationship between CSE and Employee Creativity. Mindfulness acts as a moderator for this relationship. However, it weakens the relationship, contrary to the hypothesis of this study. These findings highlight the further need to test this relationship in different settings.

Keywords:



**EFFECTS OF SUPPORTIVE WORK ENVIRONMENT ON EMPLOYEE
RETENTION WITH THE MEDIATING ROLE OF EMPLOYEE
ENGAGEMENT AND KNOWLEDGE SHARING BEHAVIOR**

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ABSTRACT

Human Resources is the main asset of any organization. One of the key functions of Human Resources is to retain talented employees in an organization. The heart and backbone of any organization are its employees. Employee retention is a big issue nowadays for the organization. Employee retention is one of the key elements that are essential for organizational success and also in which employees are encouraged to remain with the organization for a longer period of time. This study aims to improve the retention level of employees through Employee Engagement and Knowledge Sharing Behavior. The role of a Supportive Work Environment with Employee Engagement and Knowledge Sharing Behavior as a mediator is less examined. The data will be collected using the questionnaire from the employees of different banks. The data will be analyzed by using the software of SPSS latest version 27. The analysis, we comprising of Descriptive statistics, Validity and Reliability, Co-relation, and Regression balances.

Keywords: Employee engagement, knowledge sharing behavior, work environment.



**IMPACT OF CAREER MANAGEMENT ON EMPLOYEES’
PRODUCTIVITY; THE MEDIATING EFFECT OF WORK LIFE
BALANCE**

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ABSTRACT

In this competitive world, changing nature of career management is one of the challenges organizations are trying to address. The purpose of this study is to investigate the impact of career management on employees’ productivity. It also aims to examine the mediating effect of work life balance through which career management contributes to employees’ productivity. Self-administered questionnaire will be the main instrument of data collection from Lahore based private and public sector banks. To test the presumed relationship between career management and employees’ productivity correlation and regression will be applied. Mediating effect of work life balance will be analyzed through hierarchical regression. The expected results are that career management significantly affects employees’ productivity. Moreover, expected findings are that work life balance fully mediates this relationship. This ongoing study maybe provides empirical assistance to the organizations’ ambitions to manage the career of employees in the banking sector that leads to enhance their productivity and make their work life balanced and satisfactory as well.

Keywords: Career management, Work-life-balance, Employees productivity, Banking sector.



**HOW WORKPLACE FRIENDSHIP IS RELATED TO HELPING
BEHAVIOR & WORK RELATED OUTCOMES: MEDIATING EFFECT
OF GROUP COHESION**

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ABSTRACT

Our study is based on Social Identity Theory which was proposed by Henri Tajfel and John Turner in the 1970s and Self-Determination Theory (by Deci et al., 2017; Gagné & Deci, 2005) to examine how workplace friendship will influence group cohesion, helping behavior among members of the organization and work related outcomes i.e. turnover intention, job performance and job satisfaction. Hence this study is going to throw a light on group cohesion as an explanation of association among afore mentioned relations. Data is going to be collected from the banks of Pakistan through self-reported questionnaire. Group cohesion as a potential mediating variable between workplace friendship and work related outcomes i.e. job performance, job satisfaction, turnover intention and helping behavior is new to this study and there is no prior research in order to address the impact of workplace friendship on group cohesion. However, there is a little empirical research where the impact of workplace friendship on job performance, job satisfaction, turnover intention and helping behavior has been addressed. The findings of this research is going to help the administration and policy makers of the organization to develop such strategies which will foster workplace friendship and which would likely to establish team and group cohesiveness as it is going to increase not just the productivity of the organization but also job satisfaction, helping behavior and reduces turnover intention.

Keywords: Workplace friendship, Group Cohesion, Helping Behavior, Turnover intention, Job satisfaction, Job Performance



LEADERS ALWAYS INSPIRE THEIR FOLLOWERS TO DO THEIR BEST FOR THE SUCCESS OF THE ORGANIZATIONS

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ABSTRACT

Leaders always inspire their followers to do their best for the success of the organizations. Leaders are born to serve so they need to be effective and help the employees to work for a long time in the same organization. Leaders need to enhance their employees' engagement because the productivity of the engaged employees is more than the non engaged employees. This study will investigate how leadership stimulates engagement of employees due to which employees will perform better and develop helping behaviors in the organization which results in employees' retention. Our data will comprise of samples of 250 pairs of employees and their supervisors in Pakistan. SPSS will be used to perform reliability, descriptive, correlation and regression analysis. The expected results of this study are that leadership will have a strong impact on employees engagement and the mediator variables i.e. task performance and helping behaviors will inspire employees to work with the same organization for a longer time period (employees' retention).

Keywords: Leadership, engaged employees, productivity, employees' retention.



**IMPACT OF GREEN HUMAN RESOURCE MANAGEMENT ON
ORGANIZATIONAL CITIZENSHIP BEHAVIOR TOWARDS
ENVIRONMENT: MEDIATING ROLES OF SUSTAINABILITY
RATIONALES**

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ABSTRACT

This study examines the role of Green Human Resource Management (green hiring, green training, green reward and green performance appraisal), in understanding the employees' perception about the value and rationale their organizations hold for sustainability, both as a business case and morality and to find out its impact on organizational citizenship behavior for the environment (OCBE), in the textile companies of Lahore, Pakistan. This is a cross-sectional study. Population of the study is unknown and includes employees of the Lahore based Textile companies of Pakistan, as the unit of analysis. Questionnaires were used to collect data from a sample size of (N = 165). Multiple Regression was run and Mediation Analysis in PROCESS (Andrew F. Hayes) was conducted for data analysis, which is one of the Gaps, which this study addresses. After a detailed analysis of the data it was concluded that this study supports its hypotheses. Furthermore the study also concludes that Eco-Centric Rationale for Sustainability and Organization-Centric Rationale for sustainability partially mediate between Green HRM and OCBE. Due to Covid-19, the employees could not be reached in person for data collection as the companies were shutdown country-wide. For the same reason the sample size was kept small too. Moreover academically, this study includes only four GHRM practices while examining its impact on Organizational Citizenship behavior towards environment. Studies like these are more important in developing countries, which have serious environmental concerns and weakly implemented government regulations. Insight into the green HR practices would be beneficial to managers and academic researcher and for local and international investors who value green culture inside and outside an organization. This study theoretically contributes by examining the HRM Attribution theory in the context of Green Human Resource Management.

Keywords: Green Human Resource Management (Green HRM), Eco-Centric Rationale for sustainability, Organization-Centric Rationale for sustainability, OCBE.



THE ROLE OF SMALL AND MEDIUM ENTERPRISES (SME'S) IN THE SOCIO-ECONOMIC STABILITY OF LAHORE

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ABSTRACT

The purpose of this study is to identify the core constraints in financing of SME's in Lahore that impede their growth and even undermine their liquidity and financial position. Literature review : The problems and constraints are faced by Small and Medium size Enterprises (SME's) in Lahore with regard to access to financing. Along with Lahore the other cities and areas in Pakistan are facing alike problems. Methods: this study is exploratory in nature and includes quantitative and qualitative data. Data was collected through well designed questionnaire from a sample group of 500 respondents of SME's in Lahore. In addition, one-on-one formal and informal interviews were also taken from various businessmen and bankers. Conceptual Model: A conceptual model/ framework were devised to test and ascertain the statistical validity of the study. It includes dependent variable SME financing, and independent variables, financing constraints, functional/ internal barriers, government support and incentives, and SME's Growth and development. Findings: the findings revealed that most people/ SME's feel reluctant to borrow from banks and financial institutes because of stringent collateral requirements, high mark up, lengthy and convoluted documentary process, and to some extent malpractices at banks and financial institutions. The preference of the lending institutions is to finance the large-scale corporate sector. The results of the data analysis confirmed profound relation of dependent and independent variables and accepted the hypotheses. Conclusion: A substantial portion of SME's possesses great potential of growth. There exists unending opportunities to tap, while banking and financial system in Lahore and Pakistan enjoys enough liquidity but SME's are unable to enjoy financial leverage because of various financial constraints, lack of support by government institutions and policy makers, and internal weakness and flaws of SME's in managing their businesses. Finally recommendations were attached which will equally helpful for both financial institutions and SME's and also helpful for whole country when SME are able to work jobs will be available also domestic products will be increases and so on.

Keywords: Small medium enterprise, economic stability, Lahore, Pakistan.



THE IMPACT OF PERSONAL ATTITUDES, INNOVATIVE START-UP INTENTIONS, AND ENTREPRENEURIAL PASSION FOR DEVELOPING ENTREPRENEURIAL INTENTIONS: STUDY ON PRIVATE UNIVERSITIES BUSINESS STUDENTS

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ABSTRACT

The aim of this study is to analyze the impact of personal attitude, innovative startup intentions and entrepreneurial passion on entrepreneurial intentions. This study adopted the descriptive and explanatory research design. The data collected through target private universities business students of Lahore, Pakistan. The sample size was 250 and data assembled by structured questionnaire survey. The data was scrutinize by statistical package for social science (SPSS) and analysis of moment structure (AMOS). The results of this study divulge that innovative startup intentions (ISI) and entrepreneurial passion (EP) has a positive significant impact on entrepreneurial intentions (EI). It is found that personal attitude (PA) has significant impact on entrepreneurial intentions (EI) but it shows less prediction as compared to innovative startup intentions (ISI) and entrepreneurial passion (EP). This research confer the literature regarding entrepreneurial intentions in Pakistan and proves that Pakistani youth have higher entrepreneurial intentions. It also provide guidelines to academics and practitioners for enactment of entrepreneurial programs. This research study suggest that innovative startup intentions must be encourage by conducting business-startup and entrepreneurial programs. Further studies could be examine the unanswered questions related to other factors which encourage the business intentions.

Keywords: Entrepreneurial intentions, Personal attitude, innovative startup intention, entrepreneurial passion.



**AN EMPIRICAL INVESTIGATION OF THE MEDIATING ROLE OF
ENTREPRENEUR IMPROVISATION ON INNOVATION DURING
TURBULENCE IN BUSINESS ENVIRONMENT.**

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ABSTRACT

This study is planned to test an empirical investigation of the mediating Role of Entrepreneur Improvisation on Innovation during turbulent environment in small and medium enterprises of Pakistan. The purpose of this research is to analyze that up to what extent environmental turbulence impact innovation as business world is facing a lot of turbulences in business environment related to market and technology. This study is also designed to test the mediating role of Entrepreneur Improvisation between environmental Turbulence and innovation in small and medium-sized organizations in the emerging context of Pakistan. The target population for this study includes managers or owners of SMEs listed in Chambers of Commerce of Capital cities of Pakistan. Clusters sampling technique will be used to draw sample size for the study. The data is planned to be collected from 590 participants randomly selected from clusters of capital cities of Pakistan registered with Chambers of commerce. The unit of analysis are managers, owners or directors of SME's as they have primary responsibility for making decisions related to the adaption of improvisation strategy when there are uncertainties in the business world. Data collection phase has been completed through quantitative survey, 354 responses were received which shows 60% response rate. The scale for the research was adopted from well-established studies. Structural equation modeling (SEM) technique will be used to test the hypotheses and path analysis. The findings of this study show that (1) market and technological turbulence effects innovation in small and medium enterprises of Pakistan; and (2) the entrepreneur improvisation mediates the relationship between environmental turbulence and innovation in small and medium enterprises of Pakistan. The study has contributed in the literature of improvisation and innovation in a new way and addresses the use of improvisation strategy during turbulent business environment. Entrepreneur improvisation is relatively a new concept and growing rapidly in many small and medium enterprises. This current study will be practically contributed in a manner that will help the entrepreneur to change thinking framework from stable or static to effectual for making decisions in uncertain business world and help the entrepreneurs to think differently during turbulent situations rather than stick to the plans. The consequences of this study will also help the academic circles and SMEDA to understand the importance of entrepreneur improvisation during uncertainties in the business environment which leads the organization towards innovation.

Keywords: Environmental Turbulence, Entrepreneur Improvisation, Innovation



**DOES EMOTIONAL RESPONSES OF FEAR AND ANXIETY MEDIATE
THE RELATIONSHIP BETWEEN ENVIRONMENTAL TURBULENCE
AND ENTREPRENEUR IMPROVISATION IN SME'S?**

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ABSTRACT

The aim of this research is to analyze whether emotional responses like fear and anxiety drives decision makers of SME's towards the use of improvisation strategy during market and technological turbulence in uncertain business world as environment turbulence leads to the arousal of emotional responses such as fear and anxiety in strategy makers. Clusters sampling technique will be used to draw sample size for the study. The data is planned to be collected from 590 participants randomly selected from clusters of capital cities of Pakistan registered with Chambers of commerce. The unit of analysis are managers, owners or directors of SME's as they have primary responsibility for making decisions related to the adaption of improvisation strategy when there are uncertainties in the business world. Data collection phase has been completed through quantitative survey, 354 responses were received which shows 60% response rate. The scale for the research was adopted from well-established studies. Structural equation modeling (SEM) technique will be used to test the hypotheses and path analysis. The findings of this study show that (1) market and technological turbulence lead the decision makers towards the use of improvisation strategy by managing their emotions of fear and anxiety rather than stick to the plans in small and medium enterprises of Pakistan; and (2) the emotional responses like fear and anxiety of decision makers mediates the relationship between environmental turbulence and entrepreneur improvisation in small and medium enterprises of Pakistan. Limited studies had incorporated the emotional responses aroused during turbulent situations. Based upon appraisal theory; this study proposes that turbulence in business environment serve as appraisals that explain the use of entrepreneur improvisation instead of withdrawing behavior. Entrepreneur improvisation is relatively a new concept and growing rapidly in many small and medium enterprises. During uncertain circumstances, the main driver in the reaction is relied upon to be the passionate response. That emotional response is probably going to provoke the responding behavior of improvisation. The proposed model is a need of time to make distinction and to become successful in the turbulent business environment as environmental turbulence is inevitable in the dynamic business world. This study will be practically contributed in a manner that will help the entrepreneur to change thinking framework from stable or static to effectual for making decisions in uncertain business world. The consequences of this study will also help the academic circles and SMEDA to understand the importance of improvisation during uncertainties in the business environment which leads the organization towards distinction.

Keywords: Environmental Turbulence, Fear, Anxiety, Entrepreneur Improvisation



DETERMINANTS OF ENTREPRENEURSHIP: AN EMPIRICAL STUDY OF FEMALE GRADUATES STUDENT IN PAKISTAN

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ABSTRACT

The basic purpose of this study is to analyze the factors that influence the decisions of female students in Pakistan to start up their own business after graduating from the university. The existing studies almost emphasizes on investigating the challenges or obstacles female entrepreneurs meet after the start-up of a business, hence according to my knowledge limited research has been conducted that examine confronts which they faces before starting their own venture in business society. This study intend to employ a research design where quantitative method will be applied to explores the role of the Entrepreneurial Intentions within the framework. Our target audience will be university level final year female students of business schools and regression analysis will be applied to test our research hypotheses. Based on our research model, we are expected that findings of this study may support the policy makers in making strategies to focus on the challenges encountering female entrepreneurs, at initial stages of starting the business and it will help in identifying the most influential factor that motivates female students to develop their own business. Further, it will encourage female students to explore their capabilities in entrepreneurship.

Keywords: Female entrepreneurs, challenges, Entrepreneurial Intentions.



**ORGANIZATIONAL CONTEXT AND FIRM PERFORMANCE; ROLE
OF CORPORATE ENTREPRENEURSHIP AS MEDIATOR AND
EXTERNAL ENVIRONMENT AS MODERATOR**

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ABSTRACT

In this highly competitive era, the key to enhance the strategic value of the firm is corporate entrepreneurship. This study aims to examine the impact of organizational context on firm performance. Another objective of the study is to investigate the mediation caused by corporate entrepreneurship in relationship between organizational context and firm performance. Furthermore to investigate the role of external environment as moderator in corporate entrepreneurship and firm performance relationship. The data will be collected from Lahore based entrepreneurial firms through self-administered questionnaire. Random convenience sampling method will be used to select the organizations for data collection. To test the hypothesized model between organizational context and firm performance, correlation and regression will be applied. Mediation will be analyzed through hierarchical regression. This study may be helpful for corporate executives, policy makers and practitioners with reference to overcoming the barriers in the way to corporate entrepreneurship.

Keywords: Organizational Context, External Environment, Corporate Entrepreneurship, Firm Performance.



REDEFINING CONTRACT MANAGEMENT PRACTICES

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ABSTRACT

Led by technological innovations and digital disruption, business models have changed dramatically, and organizations have evolved their products and services to remain competitive with most organizations moving to servitization to deliver better customer services. The focus now is on delivering core business functions whilst partnering with their supplier for delivery of non-core business functions. Contract management has become a key driver to deliver such business models. This case study is based on a similar scenario whereby one of the leading industrial products manufacturers embarked on a journey to transform its global logistics. It focuses on how good practice contract management principles helped the organization to choose the right business partner at a reduced cost whilst delivering improved service levels and better quality. The study revolves around supply chain management principles. It has a qualitative design and is mainly primary in nature. It explores different principles that gave confidence to both parties to have the required flexibility and agility in case of any future changes in the business model. The focus of the business partnership was not only to deliver in-year cost savings but also to de-risk the organization from future commercial exposure. Although the case study is about the industrial products sectors, however, the same guidelines and principles can be adopted across multiple industries. The fact that apart from the amalgamation of pre-existing literature, it also deals with a real-life scenario that makes it more thorough and substantial in nature.

Keywords: Business Partnerships; Contract Management; Contract Manufacturing; Outsourcing & Service Industry



**THE IMPACT OF KNOWLEDGE MANAGEMENT PRACTICES ON
FIRM INNOVATION WITH THE MEDIATING ROLE OF ACTUAL
USE OF KNOWLEDGE: EVIDENCE FROM BANKING SECTOR**

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ABSTRACT

This study is designed to examine the connection between Knowledge management practices and firm innovation in the sector of banking firms in Pakistan. This study also examines the conciliate role of actual use of knowledge in the connection between knowledge management and firm innovation. Based on previous research, this study creates an intellectual representation which hypothesized a positive and important connection with the creation of knowledge, conversion of knowledge, protection of knowledge, sharing of knowledge and actual use of knowledge. The data collection is carried out by total 400 questionnaires through sending emails to bank managers and personal visits of various banking organizations. The analyzing of data is done through Structural Equation Method (SEM) by using the Statistical Package for the Social Sciences (SPSS) and Analysis of a Moment Structures (AMOS). The findings of analysis results show that the Knowledge management practices benefaction in firm innovation by direct way and indirect way. The findings also represent that creation of knowledge, conversion of knowledge, protection of knowledge, sharing of knowledge and actual use of knowledge had important and positive impact on firm innovation. This study suggests that the actual use of knowledge brings about the connection between creation, conversion, protection, sharing and actual use of knowledge and firm innovation. The implication of this study is that knowledge management practices come up with firm innovation as a key factor and also with the connection through usage of actual knowledge having the substantial effect on firm innovation.

Keywords: Knowledge Management; Creation of Knowledge; Conversion of Knowledge; Protection of Knowledge; Sharing of Knowledge; Actual Use of Knowledge; Firm Innovation.



**MEDIATING ROLE OF ENTERPRISE RISK MANAGEMENT
PRACTICES IN RELATIONSHIP OF BUSINESS STRATEGY,
INFORMATION TECHNOLOGY STRATEGY AND
MANUFACTURING STRATEGY WITH ORGANIZATION
PERFORMANCE**

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ABSTRACT

The organizations have to face many challenges from local and international competition to sustain its performance and maintain competitive advantages. There are many expected and Unpredictable risk that can have great impact on financial performance of organization and lead to decline the competitive advantage of firms. The main object of this study is to present the impact of business strategy (BS), information technology strategy (ITS), manufacturing strategy (MS) on firm financial performance (FP) and competitive advantages (CA) of firms. Furthermore, this study examine the mediating role of enterprise risk management practices (ERMP) in relationship of BS, ITS and MS with FP and CA. The quantitative data technique has been used in this study to collect the data through structural questionnaire distributed among managers of the different textile manufacturing companies in Pakistan. The structural Equation modeling (SEM) is employed by using Analysis of Moment Structures (AMOS) software. Findings of analysis show that business strategy, manufacturing strategy has positive effect while, information technology strategy has strongly positive impact on firm performance and competitive advantage directly and ERM have also positive mediating impact on organizational financial performance and competitive advantages. This article explores that the firm with unique business strategy, innovative information technology and network competency, proper implications of ERM could lead to improve competitive advantage and obtained superior performance. In addition, this study provides that drastic change in technology is a challenge for top management in decision making process. Thus, information technology strategy considered as a vital part in ERM practices among companies to gain supercilious level of competitive advantages.

Keywords: organization performance; business strategy; information technology strategy; manufacturer strategy; enterprise risk management.



**THE RELATIONSHIP BETWEEN ORGANIZATIONAL LEARNING
AND OPEN INNOVATION AS MEDIATING ROLE OF TQM ON
SMES.**

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ABSTRACT

The main purpose of this study is to reveal the influence of organizational learning (OL) on Open innovation (OI) as mediating role of total quality management (TQM) on SMEs. In doing so, this study investigates the impact of four dimensions of organizational learning namely; intra-organizational knowledge sharing, shared vision, commitment to learning, open mindedness and Six dimensions of the TQM that includes leadership, customer focus, process management, Integrated systems, fact-based decisions and Communication. So, the newness in this study is that there's no research has been directed towards the mediating role of Total quality management on the relationship between organizational learning OL and open innovation (OI) as TQM are major practices to ensure quality for outbound open innovation and inbound open innovation to better utilize new information in enhancing quality. So, this shows how much open innovation (inbound and outbound) will get effected by organizational learning and TQM impact.

Keywords: Organizational learning, Total quality management, Open innovation, Small and medium enterprises.



IMPACT OF SOCIAL MEDIA AND CONSUMER INNOVATIVENESS ON SUSTAINABLE PURCHASE BEHAVIOR

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ABSTRACT

The objective of this research paper to determine the influence of social media on sustainable purchase behaviour through moderation of government measures and mediation of environmental concern. The study will also investigate the effect of consumer innovativeness on sustainable purchase behaviour. Study adopted snowball sampling technique to collect data. Sample of 340 was collected from google forms and self-administration. The findings of the research revealed that social media has a significant impact on environmental concern and sustainable purchase behaviour. Government measures successfully mediates the connection amid environmental concern and sustainable purchase behaviour. Consumer innovativeness has an influence on sustainable purchase behaviour. While environmental concern was found to be an effective mediator between social media and sustainable purchase behaviour. Given the wide reach of social media, policy makers and marketers can use it to motivate to use sustainable product and increase public awareness of environmental issues. Organizations can target consumers that have innovative personality to promote their sustainable products as innovative consumers are opinion leaders and are curious about new products and services as well as help disseminate information regarding novel products. The research adopted snowball sampling technique to collect data as well as overlooked conventional social media such as talk shows, news on TV. The research uses social media as a key driver to influence sustainable purchase behaviour through environmental concern. Consumer innovativeness is used as a personality trait of individuals who engage in sustainable purchase behaviour because of novel products

Keywords: Social media, Environmental Concern, Consumer Innovativeness, Government Measures, Sustainable Purchase Behaviour.



**EXAMINE THE IMPACT OF LEADERSHIP STYLES ON
ORGANIZATIONAL PERFORMANCE IN TEXTILE INDUSTRY
PAKISTAN**

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ABSTRACT

Leadership is one of the key determinants associated with the success and failure of any organization. Leadership style is the manner in which people are directed and motivated by a leader to achieve organizational goals. Leadership style of the leader of an organization has a strong impact on the performance of the organization. The role of leadership in an organization is crucial in terms of creating a vision, mission, determination and establishment of objectives, designing strategies, policies, and methods to achieve the organizational objectives effectively and efficiently along with directing and coordinating the efforts and organizational activities. The purpose of this study is to examine the impact of leadership styles on the organizational performance. There is mainly focus on three main leadership styles Transformational, Transaction and Laissez Faire leadership style. A Quantitative study will be conducting by using liker scale Questionnaire filled from Almost 200 leaders being chose from 20 different textile industries located in Faislabad, Lahore and Sheikhpura by using simple random sampling technique. The results of this study will be studied by using different tests on SPSS. Its Proposed that the Transactional and Transformational leadership style has positive impact on organizational performance, while laissez faire leadership style has negative impact on organizational performance.

Keywords: Leadership, Transactional, Transformational leadership, Transactional leadership, Laissez fair leadership and Organizational Performance.



A FUZZY AHP METHOD FOR EVALUATING CRITICAL SUCCESS FACTOR IN IMPLEMENTING E-LEARNING SYSTEM

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ABSTRACT

E- Learning has emerged as contemporary educational pattern due to the advancement in information and communication technology (ICT). Delivery of teaching material, sharing of knowledge as well as social interaction among apprentices have been improved through online learning environment. Performance assessment on the basis of e-learning has always remain crucial regarding mass investment for e-learning solution that don't meet real aims. Weakness and strength of these initiatives are revealed by the managers of educational institutions via e-learning appraisal along with creation of opportunities for improvised and effective e-learning systems. A fuzzy AHP method was used to assess and prioritize the CSF for e learning system that was focused by educational institutions.

Keywords: AHP, Fuzzy Logic, ICT.



REALIGNING BUSINESS DYNAMICS IN CHANGING GLOBAL ENVIRONMENT

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ABSTRACT

The purpose of this study is to create a hub that fills in the gap by providing the un provided series of BPO, BPM and TPRM services w.r.t outsourcing and advisory services to the consumers which have not yet received enough importance by scholars, researchers and not even any firm practically provide them in Pakistan. This will contribute positively towards increase in GDP as it will work as a milestone in service industry further companies can follow the trend in future enhancing the infrastructure of Pakistan's Service Industry and when these services will be rendered to individuals their productivity will increase and cause their personal income and Per Capita to increase leading to a better standard of living . As it would be trendsetter for such type of service providers so service provider needs to be a brand in its field or a pioneer institution to the services being rendered as Hailey is a brand and it is pioneer and experts too in the subjects of banking, finance, skill development, Insurance and Risk Management and Innovation Management, all under one roof of a trustworthy institution for provision of desired but unavailable services. As per the study there is no institute serving for this purpose of providing consultancy and advisory services to public as third party independent unbiased and neutral advice to Individual Consumers. The study highlights the importance of a neutral ,independent ,unbiased and third party service providers which has not yet received the duly deserved importance in eyes of researchers and business doers. The literature is not so fertile and enriched as it is a relatively newer direction of service industry but frameworks ,laws and regulations are available for Third Party Service Providers, Risk Management Companies, Contract Law, Employment Contract, Law of Agency, Law of Outsourcing .

Keywords: BPO , BPM , TPRM , Consultancy, Advisory ,Unbiased Independent Third Party



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

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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.



**ORGANIZATIONAL LEARNING CAPABILITIES, INTELLECTUAL
CAPITAL AND OPEN INNOVATION; A STUDY IN SMES BASED IN
LAHORE**

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ABSTRACT

In knowledge economy era, organizations have to face many challenges. Among these, one challenge is dynamic environment which is subject to rapid changes and rising uncertainty. In such environment, organization's ability to learn is critical and such learning helps the organizations to enhance its intellectual capital to meet the demands of dynamic environment and also such learning create sustainable competitive advantage for them. I-P-O (input-process-output) model explains such relationship; an organization may use its OLC (organizational learning capabilities) as an input, elaborate IC (intellectual capital) as a process in order to achieve high innovation performance through open innovation. This study will contribute to the existing literature of organizational learning capabilities (OLC) in the context of SMEs (small and medium enterprises) based in Lahore, by providing an insight into how SMEs can achieve high level of innovation through its learning capabilities and how they can maintain their innovativeness and competitiveness by effectively managing their intellectual capital (human capital (HC), structural capital (SC) and relational capital (RC)). This study is expected to be the first of its kind in SMEs context covering OLC, IC, and OI simultaneously.

Keywords: Intellectual capital, organizational learning capabilities, structure capital.



**ORGANIZATIONAL LEARNING CAPABILITY, INNOVATION AND
PERFORMANCE: STUDY IN SMALL AND MEDIUM-SIZED
ENTERPRISES (SMES)**

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ABSTRACT

Globalization and technological advancements have totally changed contemporary business dynamics thus, making it indispensable for business organizations to develop mechanisms that prepare their human resource to come up with innovative ideas, products and solution to enhance organisational performance. Although the direct relationship between organizational learning capability, innovative and organizational performance have mostly studied by the researchers but there is little empirical evidence about its mechanisms. This study intends to fill out the gap by empirically analysing and comparing the influence of organizational performance, innovative performance and organizational learning capability in the manufacturing and services industry of SMEs in Pakistan. The nature of study was quantitative, causal and data was collected using self-administered questionnaire from 308 middle level managers of small and medium sized enterprises of both service and manufacturing sector through cross sectional survey. The data was analysed using Structural Equation Modelling technique, SPSS and AMOS were used. The results show highly significant positive relationship between organizational performance, innovative performance and organizational learning. The Innovative performance partially mediates the relationship between organizational performance and organizational learning capability. Moreover, study found that service sector reported higher level of organizational performance in SMEs as compared to manufacturing. The limitations of the study are that its generalizability due the scope of study as it is limited to region of Lahore. The collected data is comprised of cross-sectional design therefore, analysis is made at single point of time. Future studies can evaluate contingency factors such as managerial competencies for organizational learning and performance.

Keywords: Innovative performance, Organizational performance, Organizational learning, SMEs, Services sector, Manufacturing sector.



**EFFECTS OF ENVIRONMENTAL DYNAMICS ON
ORGANIZATIONAL INNOVATION PERFORMANCE VIA DYNAMIC
CAPABILITIES**

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ABSTRACT



**IMPACT OF E-MARKETING PRACTICES ON THE SALES OF SMES
THROUGH MODERATION OF BUSINESS INTELLIGENCE
GATHERING**

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ABSTRACT

Purpose of this research is to examine the impact of E-marketing practices on the sales of SMEs; meanwhile, it is also aimed to find out the role of business intelligence gathering as a moderator between above said variables. Role of e-marketing is important because it helps to expand business through internet which is cost effective, easy and fast. Moreover, e-marketing can help businesses when some pandemic is prevailing and businesses are suffering from resource and profit shortages. Various studies have been conducted in many other countries; however, impact of E-marketing practices on sales of SMEs is still vague especially in the context of Pakistan, which is a developing country and fighting with pandemic (covid-19). Sector chosen for this research is manufacturing. Nature of this research is quantitative where research strategy is survey. Time horizon of this research is cross sectional. Sampling technique is non-probability random sampling whereas sample size is 385. Moreover, data will be analyzed through SEM after proper scale validation through CFA. Moreover, Amos v22.0 will be used as tool for data analysis. This research has both literary and practically significance as previous studies has not included SMEs in their research. Moreover, focus of this research is textile industry because of its largest contribution in manufacturing sector. Thus, through this research owners of SMEs will be able to know the effect of e-marketing practices on their business. Furthermore, they will be encouraged to focus on business intelligence.

Keywords: E-marketing, Sales, SMEs Business Intelligence, Gathering, Consumer



HELLO MARKETER; LET'S CHANGE THE ATTITUDE OF CONSUMER THROUGH SOCIAL MEDIA ADVERTISEMENT

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ABSTRACT

The purpose of the current study is to see the effect of perceived value of advertisements on attitude towards ads that leads to online purchase intention in social media context. The data were attained through structured questionnaire, and analyzed through structural equation modeling. The results demonstrate that perceived beliefs of ads (i.e. informativeness, credibility, entertainment) have significant and positive relationships with perceived value of advertisement. Moreover, perceived value of advertisements, entertainment have significant and positive impact on attitude towards ads that actuate the online purchase intention. Moreover, irritation has negative and significant effect on consumer attitude towards ads. Further, the current research investigates the moderating role of types of social media relationship with the correspondingly covariance coefficient, that help us to pick out an accurate medium for conveying message through advertising. In theoretical implication, EV theory manifested.

Keywords: Social media advertisements, attitude towards ads, perceived value of advertisements, online purchase intention.



AWARENESS AND PERCEPTION OF CUSTOMER FOR TAKAFUL

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ABSTRACT

The aim of this research is to evaluate and investigate the perception and level of awareness of customer of Takaful insurance and to check the relationship of perception and awareness with Takaful products and services. Convenience sampling is used in this to study to collect the responses through online survey and by hand questionnaire. This study is important because it is described how Takaful insurance is better than conventional insurance. It also highlights the growing industry of Takaful in Pakistan what is potential and future of Takaful in Pakistan. Conclusions and findings based on survey.

Keywords: Takaful, customer perception, insurance.



**INVESTIGATE USER SATISFACTION BEHAVIOR OF MOBILE
BANKING ADOPTION WITH PERCEIVED USEFULNESS AND
PERCEIVED RISK IN PAKISTAN**

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ABSTRACT

Mobile banking is an advanced form of traditional banking. Almost half the world's adult population lacks access to a formal bank account and other financial services. Pakistan is no exception and it is also among those countries at the lower end of the spectrum of financial inclusion. However, steps are being taken by government regulators and the private sector to improve access to financial services such as credit, savings, remittances and insurance. The introduction of mobile banking is a notable step in this context. Mobile banking, which comprises mobile wallets and over-the-counter transactions, is rapidly growing around the world and has the potential to reduce barriers to financial inclusion and thus transform economies. The benefits of this platform are even more pronounced for economies with a weak financial architecture and where formal banking entails considerable costs in terms of time and distance. This paper traces the history of mobile banking in Pakistan, studies various models of mobile banking and assesses its current state using the available data to understand how this segment has evolved and transformed conventional banking structures in the country. It also touches on the ecosystem that needs to be built in Pakistan to utilize the full potential of mobile technology. Regarding practical contributions, banks can get an insight into what is important to focus on when designing a strategy to increase the rate of mobile banking adoption. For future research, it would be of interest to extend the sample and collect data from both users and non-users.

Keywords: Mobile banking, Perceived risk, Perceived usefulness, Social influence, User satisfaction.



FACTORS INFLUENCING THE HALAL COSMETICS ADOPTION IN PAKISTAN: IS IT RELIGION INFLUENCING THEIR DECISION?

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ABSTRACT

The marketing in the emerging nations is different as it is mostly faith-based either due to religious reasons or due to the poor literacy and infrastructure. According to the Reuters & Dinar Standard report (2020), the Global Islamic Market expenditure was US\$2.2 trillion in 2018, with 5.2% year-on-year growth with a forecast to cross US\$3.2 trillion in 2024 at a CAGR of 6.2%. In Muslim countries the concept of marketing based on Islamic Shariah has evolved during the last 30 years & currently Malaysia is leading followed by Indonesia about the Halal marketing concept. While, in Pakistan it is still in its infancy stage whether it is the Finance or other products like Halal food that has not drawn much attention from the researchers owing to the lack of a properly functioning Halal certification authority. The concept of other Halal products like pharmaceuticals, cosmetics, tourism, & entertainment etc., is almost non-existent. Pakistan with around 220 Million Muslims ranked as the 5th largest country in the world and has a great potential for the Halal marketing for the local as well as the Muslims in other countries. The concept of Halal food and other products has acquired the status of Sustainable because they are pure, safe, ethical, and healthy products that are also environment friendly and many non-Muslims are adopting these products because of their high quality and pro-environment practices. This study is aimed at to explore how Halal cosmetics are perceived by the Pakistani consumers and what are the factors that influence the consumers in its adoption. Halal cosmetics has been introduced in 2015, despite being an Innovative concept it has been unable to create awareness & get a substantial market share. There is a need to find out what are the antecedents for Halal cosmetics adoption that could be useful in planning effective marketing strategies. Although, the Religiosity as moderating the consumers' behavior for Halal Cosmetics has been explored in the studies conducted in Pakistan to find out the determinants of Halal cosmetics (Majid et al., 2015; Ali, 2017) but, how and to what extent the actual availability of Halal cosmetics have effect on the decision for adopting Halal cosmetics has not been explored. It is a quantitative study conducted using convenience sampling technique. It has been observed that the awareness and understanding & characteristics of Halal cosmetics along the social influence has a significant impact on the adoption of the Halal cosmetics. It has not been considered as an Innovation and the individuals are reluctant to take the risk to adopt it due to the lack of knowledge about the ingredients along the associated benefits & its limited availability in the local market. The religion unlike, the previous studies have not been found to influence the decision to adopt the Halal cosmetics. It is a quantitative study and the sample population is Generation Y. The older population's perspective may have more religious influence in the adoption of Halal cosmetics. Further, COVID 19 has restricted our penetration into the wider range of the audiences. The awareness



and understanding about the characteristics of Halal cosmetics need to be created and established as a competitive brand. The policies to promote the concept of the Halal products at the state level are required along establishing a strong Halal certification authority. The marketing campaigns inter linking the religiosity with the adoption of Halal cosmetics and social influence should be designed. Since, the concept of the Sustainable products is catching up with the young urban population, it needs to be highlighted further to attract even the non-Muslim consumers. To, the best of the researcher's knowledge, it is the first study that has been conducted on Halal Cosmetics after their availability in Pakistan. It provides an insight into the awareness and understanding & the characteristics of Halal cosmetics and what factors contribute in the adoption of Halal cosmetics.

Keywords: Halal cosmetics, Awareness and understanding Halal cosmetics, individual innovativeness, Diffusion of Innovation, Religiosity, Social influence, Sustainable products.



WHAT IMPACT DO SOCIAL MEDIA INFLUENCERS HAVE ON THE PURCHASE INTENTION OF GENERATION Z CUSTOMERS? – THE MODERATING ROLE OF PRODUCT-ENDORSER FIT.

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ABSTRACT

Purpose: This paper aims to find out the effect on purchase intention of generation Z customers due to influencers. As the use of social media is at its boom. The number of people using social media is increasing day by day and specifically, the younger generation tends to be more involved in social media (Instagram, YouTube, etc.). So, the influencers have definitely a large market to target, through social media. This research is incorporating the fact that either product-endorser fit is necessary for conveying the right message to the right audience and how wishful identification increases the effectiveness of influencer marketing. This research is filling the gap by researching the purchase intention of generation Z, on the beauty and fashion sector of Pakistan. This research used convenience sampling technique to collect data. Quantitative methodology was adopted and the questionnaire was circulated through online ways such as Instagram, Facebook, and Email, etc. Item response theory was used for sample size determination and the data was collected from 246 people belonging to generation z (including both males and females) who are regular social media users and know about influencer endorsements. SPSS AMOS was used for analysis in this study. We found out that Social media influencer (SMI) is positively and significantly related to purchase intention (PI). SMI was not found to have a significant impact on wishful identification and the relationship between wishful identification and purchase intention was found to be significant and positive. Due to the epidemic, an online survey method was used which affected the response rate and sample size. The study is limited to Lahore only but can be generalized to other big cities of Pakistan as well like Karachi, Islamabad, due to some same cultural and environmental factors. Furthermore, this study is confined to the beauty and fashion industry only. This study adds to theory building by covering generation Z and social media influencers, as it has not been studied much earlier. While marketers can get to know through results that how this certain age group behaves. The purchase intention of the youngest sensible generation, generation Z, is being studied in this paper in the sector of fashion and beauty. To the best of our knowledge, it has not been studied earlier with having social media influencers as an independent variable. So this paper is valuable for both marketers and researchers.

Keywords: Influencer, product-endorser fit, social media, wishful identification.



**DETERMINANTS OF LIKELIHOOD OF CHOOSING SHARING
ECONOMY SERVICE AGAIN: AN EMPIRICAL STUDY OF UBER AND
CAREEM IN PAKISTAN**

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ABSTRACT

This paper is aimed to investigate the factors influencing the likelihood of choosing sharing economy services again in Pakistan. An explanatory study is conducted by using quantitative approach and data were collected through structured questionnaire. The data was collected from people who have used ride-sharing services like Uber and Careem (n=250). By applying structural equation modeling (SEM), the data were tested through statistical package for social science (SPSS) and analysis of moment structure (AMOS) software. The results indicate that hedonic value, familiarity and smartphone capabilities have positive impact on likelihood of choosing sharing economy services again and the utilitarian value is found to be non-significant. It is revealed that familiarity is the most influencing among the independent variables. As there is dearth of research in sharing economy, this study aggravates the scanty literature. This study is helpful for the practitioners to understand the factors promoting the peoples' participation in sharing economy services and provides guidelines to make policies in order to promote sharing economy business models.

Keywords: sharing economy, Uber, Careem, Hedonic Value, Utilitarian value



**EFFECT OF SOCIAL MEDIA MARKETING ACTIVITIES TOWARD
PURCHASE INTENTION AND BRAND LOYALTY: MEDIATING
ROLE OF BRAND AWARENESS, BRAND IMAGE**

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ABSTRACT

Purpose: With the inescapability of Internet social media marketing has become significant methods for online marketing. Companies create brand pages on online webs and develop opportunities for business on online platforms. The purpose of this study is to explore the effect of social media marketing activities on Purchase intention and brand loyalty via mediation of brand image and brand awareness. The quantitative data gathered by using an online survey (from the followers of brands on facebook). Total of 282 responses collected and out of which 255 used for analysis. We used partial least square (PLS) for testing the relationship among construct. The research result shows that social media marketing activities indirectly affect purchase intention and purchase intention is revealed to brand loyalty through brand image and brand awareness. At the same time, Brand image and brand awareness directly affect purchase intention and purchase intention is revealed to brand loyalty.

Keywords: social media marketing activities, brand image, brand awareness, purchase intention, brand loyalty



**PURCHASE OF HALAL PRODUCTS AMONG MUSLIM CONSUMERS:
A MODERATED FRAMEWORK OF HALAL CERTIFICATION**

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ABSTRACT

The present study is being carried out to investigate the antecedents of consumers buying behavior for halal certified products in the context of an emerging Muslim economy. It is based on the theoretical framework of Ajzen's theory of planned behavior (TPB). A total of 550 responses were generated using simple random sampling. A cross-sectional study was carried out through online and self-administered mediums and the results were examined using structural equation modeling. Findings of this study show that religious beliefs, perceived behavioral control and halal awareness have a significant and positive impact on the purchase intention of halal products. Moreover, the empirical evidence shows that those individuals who a high level of behavioral control, more awareness about halal products and strong religious beliefs, end up purchasing halal certified products. The primary limitations of the study are that the responses were generated through online survey due to Covid-19, which may posit reliability issues and the respondents were Muslim buyers only. This study has investigated actual purchase behavior of Muslim buyers in a two-step process in line with TPB. It has stressed upon the important aspects for policy makers and marketers which would help them grow in the domestic market by winning consumer trust and capitalizing on the international opportunities. This study has empirically established this fact that not only religious beliefs but halal awareness and perceived behavioral control lead people towards making Shariah compliant purchases.

Keywords – Religious belief, Halal purchase intention, Halal awareness, Perceived behavioral control and Actual halal purchase



UNDERSTANDING THE ATTITUDE-BEHAVIOR GAP FOR COUNTERFEIT PRODUCT USING BEHAVIORAL REASONING THEORY

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ABSTRACT

Purpose: Previous studies have considered TRA, TPB, and TEV to determine the relation to purchasing a counterfeit product. But still, there is a lack of research that linked BRT to purchase intention of counterfeit. Considering this gap, the main aim of this current study is to determine the purchase intention using the novel approach of BRT, which purpose is to testify the reflective effects of the reason for and significance of reason against buying counterfeit products among Pakistani consumers. The hypothesized relations were formulated using BRT and using a sample size of 260 Pakistani consumers and the data were analyzed by utilized the SEM approach. The results supports that reason for and against are the major antecedent of attitude, intentions, and behavior. Among the reason for, status consumption is an important determinant for buying counterfeit goods, and among reason against uncertainty about durability is an important factor against buying counterfeit goods. The results also confirmed that value positive significantly affects the reason for buying and significant negative influence the reason against and the attitude towards buying counterfeit products. It findings of the study will increase the understanding of the policymakers as well as marketers about the purchase intention of consumers of such counterfeit goods. Eventually, this will assist them to make the best strategies and to motivate them to buy original goods. This is a unique study that determines the consumers' buying intention of counterfeit using BRT, by exploring the "reason for" and "reason against" buying intention in a single model.

Keywords: Behavioral reasoning theory, Counterfeit Products, Purchase intention, Status consumption.



INCREASING TREND OF IMPULSE ONLINE BUYING OF FASHION PRODUCTS IN PAKISTAN: MEDIATING ROLE OF PERCEIVED USEFULNESS OF WEBSITES

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ABSTRACT

E-shoppers who involve in impulse online buying make irrational buying decisions. The study aimed at examining Website Design Quality and Website Service Quality influence on Impulse Buying of shoppers when they shop online from fashion brands with mediating role of Perceived usefulness of websites. The model of the study and proposed relationships were investigated by using Structural Equation Modeling through AMOS version 21. Data was collected from 224 consumers of fashion brands through online survey method using purposive sampling technique. Results of the study show that Website Design Quality and Website Service Quality influences consumers' perception of usefulness of systems. Well designed and high in quality websites impact impulsive e-shopping of fashion products from fashion brands indirectly through perceived usefulness. However hedonic shopping value was not moderating impulse buying. The study contributed in the literature of consumer behavior, Technology Acceptance Model, Service dominant Logic and U&G perspectives by investigating impact of Website Design Quality and Service Quality of websites on impulse online buying of fashion products. Hence it has useful insights for marketers and web developers. The study possess strength by investigating website usage impact on consumers' impulse online buying yet it lacks generalizability as it covers online fashion industry and do not include other industries of Pakistan i.e. tourism industry, hospitality industry. The study is a novel attempt aimed at investigating impact websites on impulse online buying of fashion products from recognized fashion brands operating in Pakistan. As impulse online buying e- retailing in fashion industry are increasing trend nowadays in Pakistan, the study is a worth attempt.

Keywords: Website Service Quality, Website Design Quality, Impulsive Online Buying, Fashion.



FACTORS INFLUENCING CUSTOMER SATISFACTION TOWARDS ONLINE SHOPPING IN PAKISTAN

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ABSTRACT

This paper is aimed to investigate the factors influencing customer satisfaction towards online shopping in Pakistan. An explanatory study is conducted by using quantitative approach and data were collected through structured questionnaire. The target respondents in this research are those who have prior experience of online shopping (n=257). By using structural equation modeling (SEM), the data were tested through statistical package for social science (SPSS) and analysis of moment structure (AMOS) software. The results indicate that e-service quality and information quality are the best indicators of customer satisfaction towards online shopping in Pakistan. Trust, security and payment method also positively associated with customer satisfaction towards online shopping in Pakistan. It is revealed that E-service quality is the most influencing among the independent variables. The research findings do provide insights and meaningful feedback for online retailers in drafting managerial strategies on how to better their performance in order to improve the level of consumer satisfaction and stand out in the highly competitive business environment in Pakistan. In addition, it is important for online retailers to incorporate these determinants into the process of evaluating the level of consumer satisfaction as part of the corporation performance measurement.

Keywords: customer satisfaction, trust, e-service quality, information quality, payment method, security.



**IMPACT OF RESOURCE SHARING ON FIRM PERFORMANCE WITH
MEDIATING ROLE OF COMPETITIVE CAPABILITY OF PRODUCT
QUALITY AND LOW COST**

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Muqqadas Rehman
Shahan Mehmood Cheema



FACTORS INFLUENCING BEHAVIORAL INTENTION OF CONSUMERS TO ADOPT ISLAMIC BANKING.

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ABSTRACT

Introduction of Islamic banking globally initiated many researches that are still being done in order to evaluate the factors contributing to the growth of Islamic banking. With the passage of time consumers' intention towards acceptance of Islamic banking is increasing. Many factors contribute towards the adoption and acceptance of Islamic banking. Purpose of this study is to examine the moderating effect of Market Maven on the relationships between dependent and independent variables. Dependent variable of this study is Behavioral Intention to Adopt Islamic Banking and independent variables are Attitude, Religiosity, Awareness regarding Islamic banking Products and Services and Bank Reputation. Data was collected by distributing survey questionnaires, adopted from previous studies. Population of this study is the customers of conventional banks. This study would help bank managers to make effectual strategies regarding the marketing of their products and services to attract new customers. Data collected was analyzed using Smart PLS software.

Keywords: Consumer attitude, Adoption of Islamic banking, Market maven, Intention to use



**THE IMPACT OF E-WORD-OF-MOUTH IN SOCIAL MEDIA ON
CONSUMER PURCHASE INTENTIONS: A MEDIATING ROLE OF E-
WOM**

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ABSTRACT

This study aims to explore the influence of information characteristics of electronic word of mouth (eWOM) in social media on consumer purchase intention by using information adoption model (IAM). For this purpose, this study identifies the relationship attitude towards information, information credibility, information quality, and information usefulness. According to the IAM, eWOM information and attitude towards eWOM information can affect consumer behaviour towards purchase intention. For this purpose, a conceptual model was developed based on the integration of Information Adoption Model (IAM) and related components of Theory of Reasoned Action (TRA). To test the above things we hypothesize eWOM information characteristics as information credibility, Information quality, information usefulness, information adoption and attitude towards information as independent variables, taking mediating variable as eWOM and dependent variable perceived purchase intentions.

Keywords:



THE IMPACTS OF NATIONAL CULTURE VALUES AND EWOM ON CONSUMER ACCEPTANCE OF E-COMMERCE

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ABSTRACT

The basic purpose of this study is to analyze consumer purchase intension online. With the ascent of social trade, electronic word of mouth (EWOM) has become a significant reference for consumers to settle on buy choices. Hence, from the point of view of information quality, this investigation adds the social mental separation of shoppers to research the impacts of EWOM on trust, and its further effect on purchase intensions. In this study quantitative method will be applied to figure out the effects on online purchase intensions. And for this our target audience will be e-commerce users. Trust transference theory, social interactions, and Hofstede's cultural dimensions are considered. In this research we will take mediating effect of trust in a social network community and moderator effect of culture on a relationship between uncertainty avoidance, information quality, EWOM credibility, closeness & familiarity with intension to purchase. What's more, the intervening impact of trust in an informal organization network is contingent on culture. The discoveries additionally recommend that trust in an informal organization network might be credited to the closeness and commonality created among its individuals coming about because of social communications. The outcomes introduced in this are in accordance with the trust. At long last, in view of the exploration ends, we set forward proposals for online business stages. The constraints of the investigation is to provide benefit in terms of practical guidance based on detailed analysis of specific factors influencing consumers' intention to buy, which could enhance their marketing activities and course of future exploration are dissected.

Keywords: National culture value, electronic word of mouth (EWOM) and online purchase intensions



FACTORS EFFECTING THE INTENTION TO DECISION IN PURCHASING LIFE INSURANCE AND PRIVATE PENSION

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ABSTRACT

The need to be safe and protect themselves from danger threatening property and the physical integrity of a person is inherent in human nature. This need has developed following an increase in flow of goods and services and finally manifest the concept of insurance. These days people facing dangers in daily life and economy is falling due to COVID19 but they are not able to take decision to buy life insurance or private pension. The process of decision is effect by many factors so, in this paper we will test different hypotheses to know that how different factors influence the decision to purchase life insurance and private pension. We will gather data from individuals, representative of the Pakistan consumers, which will be test in SPSS software by regression model. The questioner we designed emphasizes four categories of determinants which are socio-demographic factors, specific behavioural factors, and general behavioural factors along with self-constructed of insurance knowledge index. In this study we will show that how specific behavioural factors and insurance knowledge influence the decision to buy both type of products.

Keywords: Behavioural factors, knowledge, retirement, life insurance, intention, decision



**THE IMPACT OF IMPLEMENTING TECHNOLOGY BRAND
REPUTATION AND UNIVERSITY EXTERNAL IMAGE ON THE
STUDENT ADOPTION TO CHANGE: A MODERATED MEDIATION
APPROACH**

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ABSTRACT

The basic aim or objective of this study is to investigate the impact of implementing technology brand reputation and university external image on the student's adoption to change. Based on the social identity theory this research recommends that implement technology with brand reputation and university external image may induce their students to adopt these technologies. It is further argued that the effect of these factors also depend on the student's university identification and their culture. This study was used the convenience sampling method for collecting the data from the 370 students of educational sector in Pakistan during the implementation of new online technology systems. Model of this study was tested by using the structure equation modeling technique in Amos. The analysis of this study suggests that the implementing technology brand reputation and university external image positively increased the student's adoption to change and their relationship are also importance for the better performance of university and when student's deification with university are high and when they are loyal to their institution then they easily adopt the changes whatever technology is being implement in their institution. In this latest ere of research, technology play an important role in educational sector for different activities or most popularly for online classes during an epidemic situation which is need to study the role of brand reputation and university image in the student identification and adoption behavior. The study fills this gap and has two main contributions: one is how reputation of technological brand which is implementing in the university and their external image play a role in student adoption for change perspectives and second is how social identity perspective model leads students to quickly adopt this technological change.

Keywords: Implementation brand technology reputation, university external image Collectivism and student adoption to change.



**THE EFFECT OF CUSTOMER ENGAGEMENT, BRAND
ATTACHMENT AND CUSTOMER TRUST ON CUSTOMER
CITIZENSHIP BEHAVIOR**

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ABSTRACT

The recent boom in online food delivery and online ordering in Pakistan has led to increased competition. Identifying the lack of research in the context of Pakistan's online food industry, aims to determine the effect of customer engagement on customer citizenship behavior with mediating role of customer trust and brand attachment. Data is collected through questionnaire from foodpanda users. The gathered data is analyzed through SPSS. Based on a sample of 345 respondents, data analysis shows that customer engagement positively and significantly influences brand attachment and customer trust. Overall, the study provides valuable insights for the success of online food ordering services in Pakistan.

Keywords: Foodpanda, Customer engagement, Brand attachment, Customer trust, Customer citizenship behavior, Online food delivery services.



**EMPHASIZED OF THE NEW FRAMEWORK FOR BANKING
DIRECTIVE IN PRIVATE BANKS OF PAKISTAN AS DEFINED IN
BASEL III AND STATE BANK OF PAKISTAN CIRCULAR NUMBER
BPRD 06 DATED 15TH AUGUST, 2013 REGARDING INSTRUCTIONS
FOR BASEL III IMPLEMENTATION IN PAKISTAN**

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ABSTRACT

"In this thesis the applied aspects got emphasized of the new framework for banking directive in private banks of Pakistan as defined in Basel III and State Bank of Pakistan circular number BPRD 06 dated 15th August, 2013 regarding instructions for Basel III implementation in Pakistan. It examines the effect of the higher capital requirements on loan rates and bank loans presented under the Basel III framework. The Generalized Method of Moments (GMM) estimation procedure has been adopted for empirical estimation of data of 17 private banks of Pakistan during 2007 to 2013 period, which defines synchronized decision for banks on how much capital holding which is perceived as call option, loan rate setting and level of bank loans. The empirical results conclude that (i) one percent point increase in common equity ratio increases the loan rate in private banks of Pakistan by 108 basis points because higher capital requirements result in raising banks' marginal cost of funding (ii) an increase in bank loans by 0.186 percent against one percent increase in loan rate which is in contrast to the expectation but that is due to inflation factor which reduces the people purchasing power of developing country Pakistan and results in the increase in demand for loans to meet their expenses causing high loan rate which in turn increases the supply of loans. The data presented submits that majority of private banks of Pakistan are already maintaining high capital adequacy ratios against required level of capital requirements".

Keywords:



THE ROLE OF COMMERCIAL BANKS LOANS IN THE DEVELOPMENT OF AGRICULTURE AND INDUSTRIAL SECTOR OF PAKISTAN.

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ABSTRACT

The study is mainly based on analyzing the impact of commercial bank loans on Pakistan's agricultural and industrial growth. The Banking sector plays a significant and vital role in a country's economy. If the banking system is effective, efficient, and well-disciplined, it results in rapid growth in various sectors of the economy. In other words, financial sector development and economic development are interrelated. Banks act as financial intermediaries that collect funds from those who have an excess amount of money and lend it to those who require them for different investment purposes. The consequence of the examination has broad ramifications. The t-determined of business banks' credit has an estimation of 6.30, which is more prominent than the t-incredulous of 2.00. This means that a positive connection between business banks' credits and rural profitability. The t-determined financing cost on business banks' credit estimates - 9.40 as against 2.00 t-basic. This means that a negative connection between loan fees and farming efficiency. For advance and industry, since the t-determined of 6.32 is more noteworthy than the t-condemning of 2.00, the invalid speculation is rejected. Simultaneously, the elective theory, which expresses that business banks' credit positively affects mechanical profitability, is approved. The elective approach, which represents that loan fee on business banks' credit impacts modern efficiency, is supported since the t-determined 9.42 is more prominent than the t-reproachful of 2.00. On the basis of this analysis a number of policy changes were recommended regarding nature, volume, and benefits of financing from commercial banks to the agricultural sector. basis

Keywords: Commercial Bank Loans; Commercial Bank Interest; Agricultural Growth; Industrial Growth.



GOVERNMENT SUPPORT, BANK REGULATIONS AND RISK TAKING BEHAVIOR BY PAKISTANI BANKS

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ABSTRACT

The study analyzes the impact of government support and bank regulations on bank risk taking behavior. The research is conducted on the banking firms listed in Pakistan Stock Exchange (PSX). The secondary data are extracted from the annual reports of selected banks traded in PSX. 20 banking firms are selected as study sample. The data period ranges from 2008 to 2019. Bank risk taking behavior is used as dependent variable while government support and bank regulations (capital stringency, supervisory power and activity restrictions) are used as independent variables. Bank size, liquidity, bank ownership, revenue growth, institutional ownership and government ownership are used as bank specific control variables while per capita income, inflation and bank concentration are used as country specific control variables. The study finds a negative impact of government support on risk taking by banks. There is also a negative impact of bank regulations on banks' risk taking behavior. The study concludes that government support plays a positive role in the association between bank regulations and bank risk taking. The study recommends strengthening supervisory power and limiting ability of banks to engage in security market activities, real estate, insurance and ownership of non-financial companies that weakens the relationship between government support and bank risk taking.

Keywords: Government Support, Bank Regulations, Supervisory Power, Activity Restrictions, Capital Stringency



**THE RELATIONSHIP BETWEEN ISLAMIC FINANCIAL LITERACY
AND INTENTION TO USE ISLAMIC BANKING OF THE
CUSTOMERS' IN PAKISTAN, TESTING THE MEDIATING ROLE OF
CUSTOMERS' ATTITUDE**

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ABSTRACT

This study aims to investigate the factors that affect the individuals' intention to use Islamic banking in a Muslim majority country where interest based banking is dominant. Sample for the study is developed by using convenience sampling technique and the data about Islamic financial literacy, awareness, reputation, shariah compliance, attitude toward Islamic banking and individuals' intentions to use Islamic banking were collected through questionnaire survey of customers of conventional bank in Pakistan. We distributed 400 questionnaires to customers of conventional banks but only 267 questionnaires were returned and after discarding incomplete questionnaires, 250 were used for analysis. The results of structural equation modeling (SEM) analysis reveal that Islamic financial literacy, awareness, shariah compliance, reputation, and attitude of the customers towards Islamic banking have significant and positive relation with intention to use Islamic banking. Surprisingly, Islamic financial literacy and shariah compliance have negative impact on the intention to use Islamic banking. This could be explained as customer is although literate about Islamic banking but still it hesitate to use Islamic banking. These findings suggest that policy makers should focus on the financial literacy of the customers to clarify the difference between the products used by Islamic bank that they are different from conventional banks.

Keywords: Islamic financial literacy, Intention to use, Attitude, Shariah compliance, Reputation, Structural equation model, Islamic banks



**IMPACT OF FINTECH ADOPTION ON FINANCIAL PERFORMANCE
OF COMMERCIAL BANKS THROUGH MEDIATING EFFECT OF
INVESTMENT IN MIS AND TRANSACTIONAL RISK ASSOCIATED
WITH THEM; AN EMPIRICAL EVIDENCE FROM PAKISTAN'S
BANKING INDUSTRY**

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ABSTRACT

Decades witnessed the economy's growth with the inoculation of Technology, especially in the financial sector. This paper proposes an examination of FINTECH adoption and its impact on the financial performance of the top five commercial banks in Pakistan by analyzing the mediating effect of Investment in MIS and Transactional risk associated with it.

The deductive approach of these studies leads us to use the quantitative strategy for data collection. Secondary data is collected in the panel form of five top Commercial banks. For measuring and explaining the financial performance of the top five banks, we are using ROA and ROE. Getting the FINTECH ADOPTION, determinants are ATM, POS, M-Banking, Debit card, Mobile, and Agency Banking. For mediating effects; Investment in MIS and Transactional risk will be adopting to investigate their effects on bank profit. The data will set for the last decade. Smart PLSSEM 3.2.8 assessing the structural relation and multiple linear regression analysis used to test the hypotheses.

We are expecting that the number of mobile banking transactions, the number of agency banking, and POS in FINTECH adoption will have a positive and significant effect on both ROA and ROE. Our study emphasis on; Banks should invest more in FINTECH channels for automating their banking system and it is imperative to devise strategies that involve alliances and collaborations between commercial banks. The proposed framework presents novel knowledge in the relation to FINTECH adoption and the financial performance of commercial banks. And this study will provide empirical grounds for adopting and more investing in financial technologies by the banking industry. Moreover, the financial institution either listed or non-listed can use the findings to build up improved FINTECH channels by filling the gap of being less innovative in financial tools. Studies based on subjective measures, either the FINTECH is a threat for banks or opportunities are lacking. Adoption is the solution for making the future direction of financial institutions in Pakistan. This study contributes to the existing literature of Financial Technologies by perusing the bank's performance with the adoption of innovative FINTECH, expounded by informational factors. The proposed framework testifies the impact of FINTECH adoption on the financial performance of banks, which has been less explored by past studies. Subsequently, this examination looks to fill this gap with regard to commercial banking in Pakistan.

Keywords – Technology Adoption, Financial Technology, Investment in MIS, Financial performance, Commercial Banks, Transactional Risk



**THE IMPACT OF INTELLECTUAL CAPITAL ON FIRM VALUE AND
MODERATING ROLE OF MANAGERIAL OWNERSHIP AND
INSTITUTIONAL OWNERSHIP**

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ABSTRACT

The aim of this paper is to evaluate the relationship of firm value and intellectual capital and also check that how moderation role of ownership structure affects the said relationship. The present study adopts a quantitative methodology. VAIC model is used to measure the intellectual capital and TobinsQ is used as a proxy for firm's performance. Regression analyses is applied to test the relationship. The results indicate that institutional ownership does have an impact on the relationship between intellectual capital and firm performance. However, managerial ownership's results were insignificant. The present study uses the data from 2013-2018. The scope of this paper is limited to Pakistan non-financial sector of economy. This study provides evidence to top management of companies regarding the decision making of having institutional investor. The study is important in the developing literature on intellectual capital.

Keywords:



**PREDICTION OF FINANCIAL DISTRESS USING ALTMAN Z-SCORE
AND CURRENT RATIO: A CASE STUDY OF CEMENT SECTOR
COMPANIES LISTED AT PAKISTAN STOCK EXCHANGE**

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ABSTRACT

In recent economic environment it is greatest important to classify the determinants of financial distress and prediction of companies failure. In 1968 Altman's Z-Score was published by Edward for predicting bankruptcy. Altman Z-Score be the most proficient model to umpire the financial failure of the companies. This study employs Altman's Z-Score and current ratio to appraise the financial status of cement sector companies listed at Pakistan stock exchange. Sampling technique of total population is utilized in this study and all seventeen cement sector listed companies at PSE are built-in in this study to get the bottomless insights of the issue. State bank's balance sheet analysis and companies' financial reports are exercised to collect the data for the years 2018 and 2019. The results of the study shows that current ratio and Altman's Z-Score are the steadfast tool of evaluating financial health of cement sector listed companies of Pakistan stock exchange.

Keywords: Z-Score, Current ratio, Pakistan stock exchange, Financial distress



**SPILOVER EFFECT OF MEAN AND VOLATILITY IN
ALTERNATIVE INVESTMENTS: STUDY FOR PAKISTANI FUND
MANAGERS**

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ABSTRACT

The main purpose of this study is to find out the relationship between alternative assets (Gold, Crude oil, MSCI Global, Currencies and Mutual Funds) and stock returns of KSE, to find out the hedging capabilities of these assets and to find out the effect of these alternative investments on Pakistani Fund Managers. Further this study use GARCH (1,1) and ARCH (1,1) models to determine the mean and spillover effect between alternative assets returns and KSE index returns. Results of current study have been obtained by using unit root analysis which deals with stationarity and non-stationarity of time series data. Results reveal that volatility spillover exists in all alternative investments except MSCI Global Index because MSCI indicates insignificant results so it is better opportunity or fund managers to invest in MSCI Global or Emerging Index as it will provide more hedging opportunities.

Keywords: Alternative Investments, Mean volatility ,Volatility Spillover, GARCH (1,1),ARCH (1,1), Gold, Crude oil, MSCI Global Index, Dollar ,Mutual Funds ,KSE



FACTORS THAT INFLUENCE ON THE AUDIT QUALITY OF GOVERNMENT AUDIT OFFICER

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ABSTRACT

The purpose of this study is to explain those factors which influence the audit quality of Government Audit Officers. This study also explains the role of audit quality. The quantitative data were obtained using a structured questionnaire. Data collection and analysis was conducted. Primary data were gathered from a random sample of 290 auditors from AGO (General Accountant Office) at Federal level. The data were analyzed using Statistical Package for Social Science (SPSS) and Analysis Moment Structure (AMOS). The final results show that Training and development, auditor's performance, are positively and highly significantly affect the audit quality. It is suggest that the work environment for auditors should be improved according to their requirements and top management should support government auditors for issuance of clear reports.

Keywords: Audit Quality, Training and Development, Audit Facility, Audit Performance, Work Environment



**ASSESSING IMPACT OF LIQUIDITY ON PROFITABILITY OF
COMPANIES: AN EMPIRICAL EVIDENCE FROM AUTOMOTIVE
SECTOR OF PAKISTAN**

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ABSTRACT

The automotive sector of Pakistan was experiencing a boom for the last decade but as the current market condition of Pakistan is facing difficulties, the automotive sector is facing same poor financial conditions as well. This study had the objective to investigate the relationship present between liquidity and profitability of the automobile companies of Pakistan, so that it can be seen that what kind of impact is casted by current ratio, cash ratio and quick ratio on return on assets of a company. Moreover, this study also considered the impact of inflation, exchange rate and KIBOR on return on assets of the companies. For this purpose, panel data of 5 years of seven automotive companies listed in Pakistan Stock Exchange was taken for the analysis. Fixed effect model and random effect model was applied and then Hausman test was used to choose the appropriate model between these two. Results of analysis have shown an insignificant impact of current ratio on return on assets, whereas the impact of quick ratio, cash ratio, inflation and KIBOR was positive and significant on return on assets. It was also witnessed that the impact of exchange rate is negative and significant.

Keywords: Liquidity, Profitability, Current Ratio, Cash Ratio, Quick Ratio, Return on Assets



**PROPENSITY TO PAY DIVIDEND AND DETERMINANTS OF
DIVIDEND PAYOUT POLICY: EVIDENCE FROM TEXTILE SECTOR
OF PAKISTAN**

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ABSTRACT

This research paper scrutinizes to recognize the determinants of dividend pay-out. The dividend payouts of a firm determines that what ratio of earnings is distributed to the shareholders by way of dividends and what ratio back for the purpose of reinvestment. This study indicates that the decisions about dividend by listed companies in Pakistan are dependent on investment decisions. The outcomes reveal a statistically significant and positive association between EPS, Firm Size, ROA and dividend pay-out. With the increase in the profitability, the firms tend to give more dividend payouts to their stockholders. The large size firms tend to give higher dividend payment than small size firms. Highly levered companies tend to low amount of dividend. This study guides companies in the structure and employment of dividend pay-out. The objective of this Research is to describe the propensity to pay dividend in evidence from textile sector of Pakistan. Dividend payouts was taken as dependent variables and others, Profitability or return on assets, size of the firm, corporate tax, debt to equity ratio and current ratio were taken as independent variables. This depicts that how these determinants have impact upon dividend payout policy. Data is collected for the period of six years. A sample of one hundred and twenty companies was taken from a target population. These are firms are listed on Karachi Stock Exchange. Secondary data is used in this research study. Panel data was taken from 2010 to 2015. The findings depict that payout ratio financial leverage has the expected significant positive relationship as recognized by the POT. This study also shows that the relationship between investment and leverage is significant. Moreover, the findings reveal that, there is association between payout ratio and investment among listed companies in Pakistan. This indicates that the decisions about dividend by listed companies in Pakistan are dependent on investment decisions. Moreover to examine the determinants of payout policy, the results depict that a significant positive relationship exists between the profitability and the payout ratio. With the increase in the profitability, the firms tend to give more dividend payouts to their stockholders. It is also concluded that large size firms tend to give higher dividend payment than small size firms. EPS is significant positively related to payout ratio. It is observed that, in strong liquidity position, the companies are also pay dividend easily. Highly levered companies tend to low amount of dividend. Conflicting to hypothesis of this study, the results of surprisingly show a significant positive relationship between payout ratios and tax, demonstrating that, increasing corporate tax is related with rise in dividend payout ratio. This position also seems to contradict the literature of this study. This study recommends that the textile industry must have dividend policies frame. The benefits of this research study are for the academicians, entrepreneurs, policy makers and who is interested in the dividend policy.

Keywords: Dividend Payout Ratio, Return on Assets, Firm Size, Earnings per Share, Liquidity, Financial Leverage and Corporate Tax.



THE ACCEPTANCE OF THE E-FILING SYSTEM BY INDIVIDUAL TAXPAYERS IN PAKISTAN: A SIMPLIFIED MODEL

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ABSTRACT

Tax collection is a vital source of revenue for any developed and developing country. Tax revenue is essential as it is the key source of money for finance public goods and services as well as it supports sustain democracy, to confirm sustainable growth in addition to advance the welfare of people. Government today has benefited from information technology in many ways. The e-filing system is an important e-government service in Pakistan to collect tax. The current research examines the factors that effects the taxpayer's intention to use the system of electronic filing for tax return after fifteen years of its implementation in 2005 in Pakistan on the bases of technology acceptance model (TAM) theoretical framework. For analysis purposes; data collected from 218 respondents with the help of snowball sampling by distributing questionnaires to salaried individuals within the city of Lahore. The results show that perceived usefulness, perceived ease of use in addition perceived risk are significant association with intention to use the system of electronic filing. Since the Federal Board of Revenue is presently encouraging the use of electronic filing system, the outcomes may support the FBR to design a better effective plan of encouraging electronic filing usage among Pakistani taxpayers. At the end of the article study limitations and future instructions are also given.

Keywords: Perceived Usefulness, Perceived Ease of Use, Perceived Risk, Intention to Use e-filing.



THE IMPACT OF PANAMA SCANDAL ON KARACHI STOCK EXCHANGE: AN EVENT STUDY METHODOLOGY

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ABSTRACT

The proposed study is an empirical study and comparatively analysis the impact of panama scandal and its decision on Karachi stock exchange (Pakistan Stock Exchange). The main objective of this study is to analysis the impact of an event on the stock of the market. To achieve this objective, data have been taken from Yahoo. Finance Website for the period of 3 years, ranging from 2015-2017. Event study methodology is used for this analysis. For calculating AR, AAR, and CAAR, different descriptive techniques of Microsoft Excel is used. A window of 11 days (5 days before and 5 days after the announcement and the date of the announcement of the decision) is taken to examine the joint reaction to the Panama decision. The results show that there has been an increase in the share price and has resulted in a positive average abnormal return, especially after the declaration of the decision in the Pakistan period. **Keyword:** Panama Scandal, Karachi Stock Exchange, Event Study Methodology, Window of Panama Scandal, Share Price, Average Abnormal Return, AR and CAAR.



THE IMPACT OF FIST ON PERCEIVED SAFETY REGARDING RISK MANAGEMENT IN LARGE CAPACITY BUILDINGS

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ABSTRACT

Facilities management within large capacity buildings used by large crowds must involve effective risk management as a key component. Poor risk management within large space buildings such as shopping malls, sports stadiums, concert halls, and religious buildings have resulted in crowd disasters in various venues across the world. Fruin suggested that Force, Information, Space and Time (FIST) are the main factors that influence the occurrence of crowd disaster. Within the built environment, safety is considered in two main parts: objective safety (normative and substantive) and subjective safety (perceived). This paper theorized that poor perceived safety alone could result in crowd disaster, and by using the FIST model, it investigates the relationship between the four critical FIST factors and perceived safety in crowded large space buildings. The research chose to use the large event or shopping malls in Lahore, Pakistan. A building where large crowd always use on a continuous basis all year round with its peak occupancy usually reached during sale or exhibitions. Data is collect from questionnaire distributed to 290 visitors who visit or attend different festivals, concerts and function in large capacity buildings in Lahore, Pakistan. The results will be analyzing by using SPSS for descriptive analysis, regression analysis and correlation analysis. The research finds that is there a significant relationship between the FIST factors and perceived safety in crowded large capacity buildings.

Keywords:



**THE EFFECTS OF FINANCIAL DISTRESS AND FINANCIAL
CONSTRAINTS ON TRADE CREDIT PROVISIONS- EVIDENCE FROM
PSX-100 INDEX**

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ABSTRACT

The purpose of this study is to evaluate the effects of financial distress and financial constraints on trade credit provisions in the Pakistan stock exchange 100 Index. This study is going to employ panel data of the PSX 100 firms from 2009 to 2018. Accounts receivables and Accounts payables are going to be used as the determinants of trade credit provisions, while Altman Z-score will be used to measure financial distress and dividend payout ratio will be used as a proxy for financial constraint. Trade creditors tend to grant more concessions to financially distressed firms. The study will extend the body of literature on trade credit provisions and the likelihood of financial constraints and financial distress as few studies in this area have been done in the context of Pakistan.

Keywords: Financial distress, PSX-100 Index, trade credit



CORPORATE GOVERNANCE REFORMS REVIEW: THE RIPPLE EFFECT FRAMEWORK OF CORPORATE DISCLOSURE & TRANSPARENCY CULTURE

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ABSTRACT

As a pragmatist compliment to firms, intermediary regulatory bodies, regulatory and law enforcement agencies, the purpose of this article is to present an initial framework for nurturing a corporate culture of disclosure and transparency, that would fulfill the legal obligations towards stakeholders. This global descriptive review of corporate governance literature seeking to analyze reform, by constructing a governance framework, that binds the board of directors and management primarily with pro-delta-based performance incentives, mitigates risk and agency cost, while strengthening the dividend policy, and utilization of working capital, with provisional clawback deterrence of potential deviant behavior. Cultivating and nurturing a corporate culture of disclosure and transparency mandates board independence, to improve the firms' performance, and fulfill the fiduciary trust of the shareholders. However, operational financial analysis of over 7,400 North American firms reveals the delicate calibration of capital structure to reduce the cost of capital, reaping tax advantage, as well as mitigating risk to manageable levels. By ensuring about 50% liability, the average firm strategically tunnels scarce funds were needed, employing aggressive lean mean negative working capital tactics; an aggressive negative six-month conversion cycle coupled with the financial genius of legally incurring a fraction of a percent of the stated firm's value in taxed income, do raise ethical issues. The review constructs the Corporate Governance Disclosure and Transparency Culture Ripple Effect Framework (CGDATCREF), under the patronage of the board of directors, which conceptually should resonate throughout the organization, and beyond captivating protentional investors, customers, and admirers, while curbing questionable ethical practices. In retrospect of the evolutionary progress of corporate governance, the presented framework will not be free from criticism, but rather provide avenues for enhanced models, and empirical statistical inference, to evolve future robust models. The framework could also be ported via simulation software application, to replicate real corporate scenarios, thus aiding in calibrating and optimizing prior to decision making.

Keywords: Agency theory, corporate culture, disclosure and transparency, risk mitigation, board of director, corporate governance, CGDTREF



INVESTIGATING CAUSAL RELATIONSHIPS AMONG ACCOUNTING MALL PRACTICES: AN EMPIRICAL EVIDENCE FROM PAKISTAN

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ABSTRACT

Purpose of the study is to investigate causal relationships among accounting mall practices. Design of the study comprises of review of contemporary literature on phenomenon, experimental data collection and data analysis. Solution methodology is Interpretive Structural Modeling (ISM) perfected with Matrice d'Impacts Croises-Multiplication Applique a Classement (MICMAC). Results of the study contribute a structural model of common accounting mall practices and pointout the critical ones. A classification of the mall practices also emerged as a result of the study. The is based on real time survey data on a common but important issue therefore is highly valuable. It gives lot of new insights to the stakeholders.

Keywords:



**TO EXPLORE THE IMPACT OF WORK FROM HOME IN COVID-19
AND ITS INFLUENCE ON EMPLOYEE'S PRODUCTIVITY**

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ABSTRACT

Due to COVID-19, the working patterns of organizations are shifting from traditional to online. Work from home (WFH) phenomena has been adopted by many organizations to stop the dispersion of corona virus. This phenomena has created impact on productivity of the employees. The basic purpose of this article is to explore the impact of work from home in COVID-19 and its influence on workers productivity. Methodology- This study is qualitative in nature. Data is gathered by interviewing employees through WhatsApp by using snow ball sampling technique. Data is analyzed by using Nvivo 11. The findings explain that work from home in COVID-19 has not increases employee's productivity. Since, it is beneficial for both organizations and employees but it has disadvantages too. Furthermore, it also explains that employees are not comfortable with work from home because this phenomena is new for them. Their work life balance is also get disturbed with it because at home they have to do other household chores too. This study is investigated only in private organizations of Lahore, Pakistan. For the generalizability of results, more organizations should be covered should be covered. In the past, Work from home (WFH) phenomena has been studied by many researchers. But in the situation of pandemic it has not been yet studied in Pakistan. So in this situation, it is new and important topic to study. This paper will be helpful for managers in handling future productivity issues related to Work from home.

Keywords- Work from home, Employee productivity, COVID-19



RESILIENCE OF EMPLOYEES DURING NOVEL COVID-19

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ABSTRACT

A recent global pandemic, known as coronavirus disease 2019 (COVID-19), affects the employees and their performance. Pakistan is estimated to have faced an economic loss of up to 2.5 trillion because of the Covid-19 pandemic in the current fiscal year and Government figures project that around three million jobs are expected to be lost in the “initial round “of the novel coronavirus outbreak, and the workers who are already on their jobs suffering issues due to pandemic because keeping the social distance and following the precautionary measures make their daily activities difficult day by day. Research evidence suggested that workplace pressures, and emotional demand and disinfection the workplace demands of the job, resilience has been investigating in studies of the others health and social care workers, but there is a gap regarding the facilities given to workers. Objective: To explore the workers/employees experience during the pandemic and identify the factors that affected their working activities considered to contribute or act as barriers to resilience. An exploratory qualitative study. A closed online professional discussion conducted over a one-month period. Analysis of the data identified four themes: contribution of organization during pandemic and safety measures and the participant identified work-from-home facility is better for them or not in the resilience including the mental stress they face during the exhausted pandemic is difficult to manage work with intentionally and new challenges created to overcome the targets. this study provides the important factors during the Covid-19 that give us the sight to analyzed those things that affect the workers workplace activities and bound to work from home facility and reduce the mental stress of employees to make sure they keep focus positively on their performance also encourage them with facilitating safety measures.

Keywords:



EFFECT OF COVID-19 PANDEMIC ON CONSUMER BEHAVIOR IN PAKISTAN: SWITCHING FROM BRICK AND MORTAR STORES TO E-COMMERCE

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ABSTRACT

In the success of any technology individual's acceptance plays an important role. Therefore, it is very crucial to find out that why an individual utilize the particular technology or why not? To understand the one's attitude towards adopting or rejecting the technology is considering the most challenging issue especially in the pandemic situations. Therefore, the aim of this study is to examine the factors that affect the consumer's intention of accepting the ecommerce during the COVID-19 outbreak. The 4 factors that are examined in the study are perceived external pressure, perceived lack of alternatives, perceived risk and perceived ease of use. Quantitative research method was used in this study. Data was collected online among social media users by sharing an adopted questionnaire. The study uses the technique of snowball sampling. The total valid responses obtained in this study are 163. Data was further analyzed through SPSS 20 and AMOS was use to perform structure equation modeling on data. The findings of this study reveals that the perceived risk, lack of alternatives and ease of use has significant influence on individual's intention to accept ecommerce during the pandemic situation of COVID-19 in Pakistan while the perceived external pressure is seems to be insignificant in terms of influencing an individual intention to accept the ecommerce. Further implications, recommendation and future directions of this study have been discussed at the end of this research.

Keywords - COVID-19, E-commerce



IMMEDIATE PSYCHOLOGICAL STATUS AND PRECAUTIONARY MEASURES OF WORKFORCE TOWARD REJOINING WORK DURING COVID-19 PANDEMIC. A QUANTITATIVE EVIDENCE OF PAKISTAN WORKFORCE

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ABSTRACT

As corona virus disease 2019 (COVID-19) intensively ascend all across the globe, disturbed the systems of humans not only physically but also psychologically. Thus this study aims to investigate the impact of covid-19 and precautionary measures (to abstain from this disease) on immediate psychological status of workforce after rejoining work during COVID-19 pandemic. Quantitative research method was used and due to this critical situation online survey software was used, respondents were invited to get responses through online about their specific attitudes related to their work during this disease. Convenience sampling technique was used and scales to measure the psychological status, other psychiatric symptoms, and precautionary measures were adopted from different studies. Cross sectional time horizon was used and only 151 responses were obtained from employees belonged to private and public sectors. Data was analyzed through descriptive, reliability and structural equation modeling on SPSS 20 and AMOS. Finding shows that covid-19 and precautionary measures influences on the psychology of workforce who rejoin their works. As per the recent situation with the context of Pakistan employment industries this disease augmenting a barbarity among individuals. Workforce should follow all the SOP's enforced by the government of Pakistan to abstain from this pandemic. Recent study elucidates the psychological status of workforce and enlightens the groomed understanding for authorities that how to make cogent policies for employees wellbeing.

Keywords: Psychological status, COVID-19, precautionary measures, workforce of Pakistan



MYTHS AND APOCRYPHAL STORIES ABOUT COVID-19 ON SOCIAL MEDIA IN PAKISTAN

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ABSTRACT

Recent studies depict that nearly ¼ of million people died and 4 million people are affected either with sensitive or serious health complication caused by corona virus (COVID-19). During this pandemic people got incorrect informations from various social media. The aim of study is to point out the myths, fake news and misinformation about COVID-19. An exploratory qualitative study. Online interviews were conducted from 20 students of various universities. Analyse of data is done with NVIVO10. Folks have perception that COVID-19 virus is synthesized by America in labortary and spread it through chinies border. COVID-19 virus can transmit through houseflies and mosquitos' bites. Drinking hot water and use of vitamin C strongly recommended for cure. Pheumonia or malaria vaccination can protect against the virus. The study concludes that Covid-19 infodemic is so full of false claims, half backed conspiracy theories regarding the diagnosis, treatment, prevention, origin and spread of virus. Fake news on social media putting health at risk. The authorities should device effective communication strategies and condemn conspiracy theories suggesting that Covid-19 does not have a natural origin and misleading information shared through social media.

Keywords: COVID-19, Myths, infodemic, social media.



IMMEDIATE PSYCHOLOGICAL STATUS AND PRECAUTIONARY MEASURES OF WORKFORCE TOWARD REJOINING WORK DURING COVID-19 PANDEMIC. A QUANTITATIVE EVIDENCE OF PAKISTAN WORKFORCE

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ABSTRACT

As corona virus disease 2019 (COVID-19) intensively ascend all across the globe, disturbed the systems of humans not only physically but also psychologically. Thus this study aims to investigate the impact of covid-19 and precautionary measures (to abstain from this disease) on immediate psychological status of workforce after rejoining work during COVID-19 pandemic. Quantitative research method was used and due to this critical situation online survey software was used, respondents were invited to get responses through online about their specific attitudes related to their work during this disease. Convenience sampling technique was used and scales to measure the psychological status, other psychiatric symptoms, and precautionary measures were adopted from different studies. Cross sectional time horizon was used and only 151 responses were obtained from employees belonged to private and public sectors. Data was analyzed through descriptive, reliability and structural equation modeling on SPSS 20 and AMOS. Finding shows that covid-19 and precautionary measures influences on the psychology of workforce who rejoin their works. As per the recent situation with the context of Pakistan employment industries this disease augmenting a barbarity among individuals. Workforce should follow all the SOP's enforced by the government of Pakistan to abstain from this pandemic. Recent study elucidates the psychological status of workforce and enlightens the groomed understanding for authorities that how to make cogent policies for employees wellbeing.

Keywords: Psychological status, COVID-19, precautionary measures, workforce of Pakistan



PANDEMIC COVID-19 AND RISING ANXIETY: EMPIRICAL ANALYSIS ON UNIVERSITY STUDENTS IN PAKISTAN

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ABSTRACT

In December 2019, COVID-19 was originated in China and spread all over the world. This virus not only brought the risk of deaths but also cause the psychological pressure. So, the purpose of the study is to investigate the psychological impact of COVID-19 on the university students in Pakistan. The data was collected from university students in Pakistan through online questionnaire. The questionnaire consisted on the 7-item Generalized Anxiety Disorder Scale (GAD-7) that screened the level of anxiety disorder. Total 314 responses were gathered from which 303 responses used for analysis using SPSS. The study received 303 responses. The findings reveal that 14.5% respondents were experienced severe level of anxiety, 25.4% respondents faced moderate level of anxiety, 23.1% respondents had mild anxiety and 36.9% respondents had normal anxiety level. Residence place, steady family income and living with parents were the factors that had negative effect on anxiety. Moreover, having relatives infected with COVID-19 was positively associated with anxiety level of university students. The result demonstrates that psychology of the university students is significantly affected when they faced any social or public emergencies. The research exposed the psychological impact of COVID-19. Government and universities should collaborate together to monitor the mental health of the university students in this pandemic. This study will help the Pakistani Government, advisory committee of the education sector and health care providers in designing the policies and strategies to cope this pandemic situation.

Keywords: COVID-19, psychological impact, anxiety disorder.



EFFECT OF DISTANCE LEARNING ON STUDENT LEARNING OUTCOMES AND MODERATE RELATIONSHIP OF COVID-19

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ABSTRACT

Distance learning has boomed in the last decade in developed as well as developing countries. Large open universities enrolling over 2 million students have been created in Asia. In the Middle East, distance learning institutions also have expanded. Small institutions and distance learning programs have taken hold in Africa, and Latin America offers an exciting array of distance learning institutions. Punjab University Open University is fully consolidated and mature. A combination of reasons underlie the new interest in and growth of distance education, including, economic, pedagogical, timing and urgency, technological advances, managerial, sociopsychological. Distance education offers a good solution to a pressing problem, i.e., scarcity of resources. At current levels of investment in education, few countries in the developing world would be able to maintain their present levels of enrollments, much less improve access and quality. Distance education can offer flexible responses to different clients, different needs, and different types of students. Thus, in this regard, distance education is a perfect example of technology fit. If countries are to compete in international markets, updated education, training, and information must flow to countries' educational institutions and technological elites. In terms of technological advances, significant progress has been made in the areas of instructional design and student support systems through software design. Systems that manage complex operations now are widely available. As with other social innovation, the burden of proof continues to rest with the proponents of distance education. To improve the credibility of distance education, researchers need to address 4 major areas: student access; instructional design; student support systems; and evaluation and accreditation procedures.

Keywords:



**THE PSYCHOLOGICAL IMPACT OF COVID 19 EPIDEMIC ON
UNIVERSITY STUDENTS OF LAHORE PAKISTAN WITH THE
MEDIATION OF ONLINE STUDENT ENGAGEMENT**

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ABSTRACT

A viral disease once started in China, spread across the world created havoc in the beginning of year 2020. This disease came not only with the danger of death but with an impact on people psychologically. This study takes a step to examine the impact of covid 19 on anxiety level of undergraduate students in Universities in Lahore Pakistan with the mediation of online student engagement in online classes. The literature support is given to make the case. The research fulfills its objective which is to suggest authorities in Pakistan to deal with students in disastrous situation like Covid 19 and how to give support to them to avoid their anxiety levels. The research methodology is quantitative. It is cross sectional research whose data will be analyzed with help of tools like SPSS and Hayes' process. The study ends with implications and conclusion.

Keywords: Covid 19, online student engagement, Anxiety levels



**THE IMPACT OF COVID-19 ON TOURISM AND HOSPITALITY
INDUSTRY AND ECONOMIC RESILIENCE IN PAKISTANI REVIEW**

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ABSTRACT

The tourism and hospitality industry provides its various effects on any country's economic, social, and political sides, and it retains great importance in the country's overall economic development. The year 2019 was the triumphant year for the Tourism industry in Pakistan, and its contribution rate to Pakistan's GDP was 5.9% in 2019. Tourism and the hospitality industry is one of the sectors which is highly affected by the COVID-19 pandemic. The researcher collected the raw facts from the WHO website, existing literature, and online surveys. Findings in the review that the COVID-19 pandemic led to the rapid shutdown in cities and states across Pakistan's boundary and negatively affected all the tourism and hospitality industry sectors like airlines operations, hotel sector, travel agencies, tourist inflow, and entertainment sector of the country. The review disclosed that the rapid increase in the COVID-19 pandemic cancelled all the hotel and tourism bookings, leading to unemployment and revenue loss. The resulting loss of the potential revenue negatively affected the Pakistan economy and increased the poverty line. This study aims to contribute to the existing literature by exploring the impact of COVID-19 on the tourism and hospitality industry in Pakistan and identifying the economic resilience scheme that will emerge as a result of this pandemic.

Keywords: Pakistan; COVID-19; Tourism; Hospitality; impact



IMPACT OF COVID'19 ON THE FINANCIAL PERFORMANCE OF TEXTILE: A CASE STUDY OF TEXTILE SECTOR OF PAKISTAN.

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ABSTRACT

The purpose of this research is to study the impact of COVID'19 on Textile Sector of Pakistan (Liquidity Ratio & Profitability Ratio). As Textile Industry Plays vita role in manufacturing sector of Pakistan It contributes approximately one fourth to industry segment and shares 8.5% to the GDP of Pakistan. Six (2015-2020) years data has been used to conduct this study using 15 PXS Listed Textile Companies of Pakistan. Two constructs are used to study Liquidity Ratio that measure the position of firm's Current Assets and current Labilities and profitability ratio measure the financial position of firm. The analysis conclude that covid-19 have negative impact on financial performance of textile companies of Pakistan due average performance is not good since. This study aims to figure out the reasons that why exports of textile sector of Pakistan are reduce past 6 years that also effect the GDP.

Keywords: Covid'19, PSX, Liquidity Ratios and Profitability ratios.



**EFFECT OF FDI, REMITTANCES AND FOREIGN AID ON
ECONOMIC GROWTH THROUGH GRANGER CAUSALITY TEST
AND VECTOR ERROR CORRECTION MODEL OF PAKISTAN**

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ABSTRACT

Foreign direct investment, remittances and foreign aid have become the major source of revenue to the country. These sources are being considered as the attractive source of external finance to the Pakistan. These factors contribute towards the development of economy of Pakistan. In this paper, the impact of FDI, remittances and foreign aid on economic growth of Pakistan has been studied. The primary objective of the study is to analysis the impacts of FDI, remittances and foreign aid on economic growth of Pakistan. Quantitative approach has been considered in the study. This research paper used the time series data for the period 1980 to 2019. Granger causality test and vector error correction model has been used to find the short-run and long-run relationship between the variables. Vector decomposition analysis has been performed forecast the variance error of the future periods. To analyze the effect of shocks in the independent variables on the dependent variable impulse response function has been used. This research has found that there is significant positive impact of FDI, remittances and foreign aid on economic growth of Pakistan. Theoretical and practical implication of the research has been discussed throughout the paper. The results clarify that there is significant positive impact of FDI, remittances and foreign aid on economic growth of Pakistan. To test the relationship Granger causality test and vector error correction model has been used. So, the relationship between FDI, remittances, foreign aid and economic growth of Pakistan has not been tested before by considering Granger causality test and vector error correction model as statistical measures. Government of Pakistan can consider this research to make policies regarding FDI, and remittances and foreign aid. This research will also be significant for researchers, decision makers, and practitioners.

Keywords: FDI, remittances, foreign aid economic growth and government of Pakistan.



**THE NEXUS OF INTERNATIONAL TRADE, INSTITUTIONAL
QUALITY AND INFRASTRUCTURE DEVELOPMENT WITH
ECONOMIC GROWTH: EVIDENCE FROM SOUTH ASIAN
COUNTRIES**

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ABSTRACT

This study focus on the factors affecting the economic growth in south Asian countries as economic growth is one of the major issue in this region. The main objective of this study is to analyze the impact of international trade, institutional quality, inflation and infrastructure development on the economic growth by employing a panel data set of South Asian countries for time period 2000-2019. This study measures variables through data of real trade agreement, infrastructure indices and consumer price index (CPI) which is collected by recognized regulatory bodies such as International Monetary Fund (IMF), World Bank and World Integrated Trade Solution (WITS) data bases. In order to examine long-run relationships, this study employs Autoregressive Distributed Lag (ARDL), Pooled Mean Group (PMG) and Generalized Method of Moments (GMM). The results of the study conclude that the international trade, infrastructure development and better institutional quality has positive impact on the economic growth and on the other hand, the results suggest that there is high correlation exist between economic growth and inflation while inflation has strong negative impact on the economic growth in selected region. This study highlights the need of putting more efforts in the field of governance, trade related policies and institutional related quality standards. Findings of this study also suggest that there is a great need of devising effective policies for controlling inflation in the south Asian countries in order to encourage the smooth process of economic growth and development.

Keywords: International trade; Economic growth; Institutional quality, Inflation, Infrastructure development, South Asian developing countries.



TECHNOLOGICAL UNEMPLOYMENT: A MYTH OR REALITY

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ABSTRACT

This study evaluates the impact of innovation on employment opportunities at the firm-level. Our distinctively large innovation-employment panel data set of manufacturing firms covers 49 developing countries across 7 years (2013-2019) and permits us to incorporate numerous proxies for innovation and employment. We can bifurcate the empirical analysis based on diverse proxies of innovation (product innovation, process innovation, use of technology, R&D investment, inward innovation, outward innovation, and total innovation) and employment (Permanent employees, Temporary employees, Production employees, Non-production employees, Skilled employees, Non-skilled employees, Female production employees, Female non-production employees). Using probit and ordered probit estimation techniques along with country and year fixed effect models, we find positive nexus between innovation and employment. Key findings of the existing research suggest the policy makers (both at country-level of firm/industry-level) that innovation creates employment opportunities in developing countries irrespective of the what type of innovation it is. Therefore, we can draw conclusion that technological unemployment is only a myth which is not based on reality.

Keywords: Technology; Unemployment; Developing Countries; World Bank Enterprise Survey



THE NEXUS BETWEEN INSTITUTIONS AND ECONOMIC GROWTH IN SOUTH ASIA: A PANEL DATA INVESTIGATION

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ABSTRACT

This paper inspects the association between the institutions and economic growth for preferred South Asian economies by hiring panel data from 1996-2016. Panel cointegration methods such as Pedroni Cointegration and FMOLS method have been implemented to explicate the long run association among institutions and economic expansion. The role of institutions in the escalation of economic growth has been analyzed by utilizing Panel Vector Error Correction Model (VECM). The outcomes reveal that institutions wield significant and positive encroachment on economic expansion of Pakistan, Bangladesh, India and Sri Lanka. This study advocates that policy makers should concentrate on the institutional quality, while formulating policies to accomplish extraordinary progress in these countries. Moreover, these particular countries should contemplate on the implementation of sound economic policies which enhance quality of institutions that consecutively contribute to more economic growth and progress.

Keywords: institution, economic growth, GDP, panel cointegration, South Asia.



FACTORS LEADING TO THE SUCCESS OF CAPITAL BUDGETING DECISIONS. A CASE FOR SPINNING SECTOR IN PAKISTAN

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ABSTRACT

The objective of the current study is to examine the role of psychological behaviors on financial managers decision making relevant to the Spinning Sector. To achieved the desire objective, current study employs sequential explanatory mixed method research design. First, MBTI scale was used to explore the personality types of the manager. Then based on the result, managers were selected for semi-structured interviews. The results of the current study significantly contribute in the existing literature by identifying new themes that help to describe the personality characteristics of the financial managers who made decisions.

Keywords:



IDENTIFYING WHAT ARE THE COMPONENTS OF SUSTAINABLE HIGHER EDUCATION IN PAKISTAN

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ABSTRACT

The purpose of this research is to identify the components of sustainable higher education in Pakistan. This is descriptive type of study. This is observational study by using surveys and interviews techniques. This paper provides interpretive structure model (ISM). The originality of the study is to provide full detail of about the elements of sustainable higher education in Pakistan. This research is very useful for students, teachers and parents.

Keywords:



**THE RELATIONSHIP BETWEEN CAREER ADAPTABILITY AND
EMPLOYEE PERFORMANCE WITH MEDIATING ROLE OF JOB-
CRAFTING AND WORK ENGAGEMENT IN PRESENCE OF HIGH
PERFORMANCE WORK PRACTICES**

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ABSTRACT

By combining the career construction theory (CCT) and conservation of resources (COR) theory as a basis, this work put forward and examined a moderated mediation model connecting career adaptability with perceived in role employee performance through job crafting and work engagement and give an address to high performance work practices in this regard. The evaluation initially analyzed whether professional adaptability, as a self-administrative competency may lead to crafting job practices and work commitment, which thusly give rise to the positive employees' performance. Another objective of this research is look into the relevant conditions that can assist employees with communicating their abilities to adapt career in their positions. The study proposed a moderation model in which distinctive high level organizational practices (HPWPs) tolerate the association of abilities to adapt career with adaptive behaviors of employees and their commitment with work. This study is descriptive in nature and the research design for the study is quantitative. The study used primary source of information for the collection of data. Questionnaires were used to collect the data through an online survey. The questionnaires were circulated directly and indirectly and collected back via an online portal. Considering the study in focus, population for this study consists of IT (Information Technology) sector employees and their supervisors working in Lahore. A sample of 350 supervisor-subordinate dyads participated in this survey. To rule out potentially spurious relations, the study controlled for age, gender, tenure with the organization and number of working hours. The constructs were measured on 5-point Likert scale. High level organizational practices and perceived employee performance were rated by supervisors and others variables were rated by employees themselves. The SPSS statistics was used to test the hypothesis and the proposed indirect effects were analyzed using PROCESS by Andrew F. Hayes. Results indicated that abilities to adapt career is positively associated with perceived in-role employee performance while crafting job and work engagement also mediated the relationship between adaptability behavior of employees and their work performance. But conditional mediation results of crafting job indicated the negative indirect effect of mediation. High level organizational practices moderated the relationship between abilities to adapt career and work engagement but its statistical relationship of moderation was not significant with crafting job. It is impossible to infer the causality among the relationship of variables due to cross-sectional nature of the study design so this research provides future direction to elucidate the results on the far side of precise contextual relationship of the analysis. The study



encourages to investigate the internal relationship of HR practices and the impact of three policy domain HR practices (opportunity enhancing, motivation enhancing and ability enhancing) separately. The impact of HR practices on crafting job at team level is also need to be investigated.

Keywords: Abilities to adapt career, Employee performance, Work engagement, Crafting job, High level organizational practices.



GREEN HUMAN RESOURCE MANAGEMENT IN TEXTILE INDUSTRY OF PAKISTAN

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ABSTRACT

Determination of extent of green human resource management (GHRM) practices' implementation in Pakistan 's textile Industry was purpose of this paper. Particularly implementation of five GHRM practices: green training and development, green compensation and rewards, green recruitment and selection, green performance management, and green employee involvement were checked. Impact of these GHRM practices on voluntary green performance behaviors and task-related green performance behavior of employees was also assessed. Employees working in textile industries of Pakistan were targeted for data collection. Survey was responded by 110 employees of different levels in the organizations. Data was analyzed using SPSS 20 and AMOS 22. According to results GHRM practices are exercised to a very little extent in sample organizations. Among the five GHRM practices, green training and development and green employee involvement reached 2.7. Green performance management and green compensation and rewards showed lowest scores. Besides this, voluntary employee and task-related green behaviors were predicted aptly by five GHRM practices. The findings showed, GHRM practices are linked positively with employee green behaviors. Managers of textile organizations can have incentives for integrating HRM practices with the environment management systems. It's a pioneer attempt to check the extent of GHRM practices implementation in textile industry of Pakistan. Further literature on GHRM was also got enhanced by gauging its linkage with employees' green performance behaviors.

Keywords: Sustainability, Textile industry, Task-related green behaviors, Green human resource management, Employee green behaviors, Sustainable human resource management, Voluntary green behaviors



IMPACT OF HIGH PERFORMANCE WORK SYSTEM ON EMPLOYEE PERFORMANCE WITH THE MEDIATION EFFECT OF EMPLOYEE SKILL AND JOB SATISFACTION IN THE BANKING SECTOR OF PAKISTAN.

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ABSTRACT

Purpose: The base of any organization who want to sustain in rapid changing global economy is based on its employees in terms of performance and there are few ways to judge employee performance. The purpose of this study is to examine the relationship of employee's performance and high performance work system also aim to overlook the mediating effect employee skills and job satisfaction at individual level in three leading banks HBL, UBL and MCB in the banking sector of Lahore, Pakistan. The relationship with employee performance will be judged on four dimensions of high performance work system which are considered as prime measure of HR practices. Job satisfaction would be judged on an individual's level of happiness from their work or work place and Employee's skills would examine the capabilities of employees at individual level as well as efficiency to produce positive outcomes from different dimensions. The study use the convenient sampling approach by distribution of questionnaire with 5 points Likert scale among total 331 employees working in 3 different banks in Lahore, Pakistan to receive their response about performance evaluation. The questionnaire also addresses the job satisfaction and employee skills. The conceptual model is tested using structural equation modelling (SEM) with the help of the SPSS 23 software. The result of this work will help upper level people who make effort to achieve desired results of output through human capital also help top management of three big banks in Lahore Pakistan in pointing out the flaws and error occur while dealing wage workers to help in utilization high involvement work practices in better way for increasing the performance of human capital.

Keywords: High performance work system, shared decision making, shared information, compensation and reward, organizational training, job satisfaction, employee skills and employee performance.



**LINKING AMBIDEXTROUS ORGANIZATIONAL CULTURE TO
INNOVATIVE BEHAVIOR: A MODERATED MEDIATION MODEL OF
PSYCHOLOGICAL EMPOWERMENT AND TRANSFORMATIONAL
LEADERSHIP.**

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ABSTRACT

Ambidexterity, referring to the organizational ability of exploring new capabilities and exploit existing competences simultaneously has been described as an important antecedent of organizational innovation and Innovative behavior refers to an employee's intentional adoption of new ideas, products, processes, and procedures which are work-related. Drawing on the theory of self-determination, we use psychological empowerment as the mediator and transformational leadership as the moderator. When employees perceive a higher level of ambidextrous organizational culture, their psychological needs are more easily to be fulfilled and thus get psychologically empowered. The purpose of this study is to examine that employees' perceptions of ambidextrous organizational culture have an indirect effect on innovative behavior through psychological empowerment. Specifically, the positive indirect relationship is amplified when transformational leadership is at a higher level. There is mainly focus on ambidextrous organizational culture, innovative behavior, psychological empowerment, transformational leadership, self-determination theory. A Quantitative study will be conducting by using close end questions liker scale Questionnaire filled from different software houses of Lahore. Data will be collected through the help of HR departments of selected software houses. The results of this study will be studied by using different tests on SPSS or AMOS. Its Proposed that the transformational leadership significantly moderates the relationship between ambidextrous organizational culture and psychological empowerment while ambidextrous organizational culture on innovative behavior via psychological empowerment is significant and positively moderated by transformational leadership.

Keywords: ambidextrous organizational culture, innovative behavior, psychological empowerment, transformational leadership, self-determination theory.



**ORGANIZATIONAL JUSTICE AND EMPLOYEES' KNOWLEDGE
SHARING NEXUS: EMPIRICAL EVIDENCE FROM ENERGY SECTOR
IN PAKISTAN**

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ABSTRACT

The human factor plays the most important role in maintaining the existence of organizations. Therefore, emotions, attitudes, motivations, and behaviors of the employees are critical for firms. Organizational commitment enables employees to fulfill their responsibilities with motivation and even voluntariness in line with the aims and objectives of the organization. For this reason, it is very important for firms to have employees with organizational commitment in terms of achieving organizational goals. One of the main determinants of organizational commitment is organizational justice. For employees, the operation of all the systems in the firm with justice is more important than many things in the organization. Employees' perceptions of organizational justice determine their positive or negative attitudes towards the organization and therefore in their organizational commitment. Namely, both organizational justice and organizational commitment are decisive for the employees to be useful for the organization, do useful things for the organization and work heartily. In this way, employees do not hesitate to share knowledge, on the contrary, they tend to share more knowledge in order to do their job better and support activities that add value to the firm. In addition, thanks to these positive emotions, attitudes, and behaviors of employees, higher performance will be inevitable for the firm. In this context, the purpose of this study is to investigate the relationships among organizational justice (distributive, procedural and interactional), organizational commitment, perceived organizational support as a moderator, and knowledge sharing. By using the survey data from a sample of 365 responses, our results show that procedural justice, organizational commitment and perceived organization have an impact on knowledge sharing. However, distributive justice and interactional justice do not affect the knowledge sharing. In moderation result, perceived organizational support strengthens the relationship of distributive justice, interactional justice, organizational commitment and knowledge sharing. However, perceived organizational support does not strengthen the relationship of procedural justice and knowledge sharing.

Keywords: Organization Justice, Organization Commitment, Perceived Organization Support, Knowledge Sharing.



**THE IMPACT OF PERCEIVED ORGANIZATIONAL SUPPORT ON
JOB SATISFACTION THROUGH MEDIATING ROLE OF
ORGANIZATIONAL COMMITMENT AND MODERATING ROLE OF
JOB INVOLVEMENT**

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ABSTRACT

The fundamental aim of this study is to investigate the impact of perceived organizational support on job satisfaction by taking into consideration the mediating role of organizational commitment and moderating role of job involvement. This research is basically a quantitative study which conducts questionnaire based survey to gather cross sectional data by using convenience sampling technique from 280 employees of banking sector of Lahore, Pakistan. The results of this study demonstrated that organizational commitment mediates between perceived organizational support and job satisfaction. However, perceived organizational support is found to be directly related with organizational commitment and job satisfaction. Moreover, organization commitment is also positively associated with job satisfaction. This research has been conducted in only one city of Pakistan. This research has significant implications for the managers, administrators and policy formulators. This is the first research which incorporates mediating variable of organizational commitment along with moderating variable of job variable simultaneously in banking sector of Pakistan. Perceived Organizational Support (POS), Organization Commitment (OC), Job Satisfaction (JS), Job Involvement (JI).

Keywords:



INTERPRETIVE STRUCTURE MODEL OF DIFFERENT WAYS OF WORKPLACE BULLYING IN PAKISTAN

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ABSTRACT

Aim of the research is to unveil different ways of workplace bullying in Pakistan and developing a structural model to make some sense for regulating the issue. It is an interpretive study its design includes literature elicitation from research databases and critical review of it, data collection from expert focus group and data analysis. The study follows the spirit of model-exchange isomorphism whereby mental models are converted into directed graphs. Interpretive Structural Modeling (ISM) perfected with Matrice d'Impacts Croises-Multiplication Applique a Classement (MICMAC) is used as solution methodology. The results show structural and classification model of different ways of workplace bullying, discussion on complex roots of the phenomenon and policy guidelines for regulators and victims. It is unique study of its kind uses different type of methodology that gives valuable information and understanding to stakeholders.

Keywords:



IDENTIFYING IMPLICATIONS OF STRETCHED WORKING HOURS OF POLICE: USING BINARY MATRICES FOR MODELING ISSUE

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ABSTRACT

The purpose of this study is to identify the implications of stretched working hours of police for themselves, their families, government and society/community. The overall design of this study is based on contemporary literature, data collection and analysis. Interpretive Structural Modeling is opted as solution method whereas cross-impact matrix multiplication applied to classification as method of analysis. As a result of the study provides guidelines on how working hours of police for police for themselves, their families, government and society/community. This is the original study based on the experimental data derived from personal experiences of police officials, regulators and general public therefore it gives valuable new insights to stakeholders.

Keywords: Stretched Working Hours, Police, Health and Safety, Pakistan, ISM, MICMAC.



DESPOTIC LEADERSHIP AND ITS IMPACT ON PSYCHOLOGICAL WELL-BEING

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ABSTRACT

The main aim of this study is to analyze the relationship between despotic leadership (negative style of leadership) and psychological well-being of employees. This relation is further mediated by emotional exhaustion and perception of job insecurity among employees. The data of the study was collected from 231 employees of different service sectors through an adopted questionnaire. The data collected was tested for correlation and regression analysis through SPSS. Based upon the results of current study, despotic leadership has significant negative relationship with employees' psychological well-being. This relationship is partially mediated by perception of job insecurity while emotional exhaustion fully mediates this relationship. The results suggest that such style of leadership must be discouraged.

Keywords: Despotic Leadership, Emotional Exhaustion, Perception of Job Insecurity, Psychological Well-Being, and Service based Organizations.



**IMPACT OF WORKPLACE INCIVILITY ON EMPLOYEE'S COUNTER
PRODUCTIVE WORK BEHAVIOUR: MEDIATING ROLE OF
RESOURCE DEPLETION AND MODERATING ROLE OF
NARCISSISM**

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ABSTRACT

This study is about to investigate the relationship between supervisor and coworkers workplace incivility and employees counterproductive work behavior. Drawing on conservation of resource theory the authors examined resource depletion as a mediator and narcissism as moderator in the aforementioned relationship. Data were collected from 280 employees working in the services industry. A questionnaire was used as a tool to gather responses from the selected sample. Respondents were selected using a simple random sampling technique. The data gathered from respondents were tested through SPSS. The findings of the study highlight that there is partial mediation mechanism present between incivility and counterproductive work behaviour through resources depletion. The narcissism level changed the way predictor influences outcome variables. A good and more realistic picture could be drawn by increasing the sample size and drawing comparisons with the manufacturing and trading sectors both in and outside Pakistan.

Keywords: workplace incivility, Resource depletion, Narcissism, Counterproductive work behavior



**THE INFLUENCE OF ORGANIZATIONAL CLIMATE AND
COMPENSATION PACKAGES ON EMPLOYEE PERFORMANCE
MEDIATED BY EMPLOYEE MOTIVATION**

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ABSTRACT

The status of employee performance in banking sector of today's world cannot be underestimated. It is considered as a driving force for employees for accomplishing the organizational goals and objectives. Now in this era employee performance is studied as the foundation of any organization. The intension of this investigation is to determine the impression of organizational climate and compensation packages on employee performance undeviatingly or by the interceding of employee motivation. A research model has been developed through integrating different previous studies focusing on the importance of employee performance. Now the model will be studied to further clarify whether the purposed constructs have an effect on employee performance or not. Data for this research paper will be gathered from the banking sector of Lahore Pakistan through questionnaire. In purposed research model Organizational climate and compensation packages are the independent variables whereas the employee performance is the dependent variable. While talking about the employee motivation, it is practice like a dependent variable as well as mediating variable. This research will contribute in understanding the importance of employee performance.

Keywords: Organizational Climate, Compensation Packages, Employee Motivation, Employee Performance.



**INVESTIGATING THE INFLUENCE OF SOCIAL CAPITAL AND
KNOWLEDGE SHARING ON THE ORGANIZATIONAL
PERFORMANCE WITH THE MEDIATING ROLE OF CREATIVITY.
EVIDENCE FROM SME'S SECTOR IN PAKISTAN**

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ABSTRACT

The aim of this study is to explore the impact of social capital and knowledge sharing behavior of the employees on the organizational performance with the mediating role of creativity in the organization. This is the empirical study among the small and medium enterprises operating in the large cities of Pakistan like Lahore, Gujranwala, and Sialkot. In today's environment that rapidly changing, the re-evaluation of the products, services and the market position as compared to their competitors and new introducing trends, has become the need of organizations to survive in the market and in that kind of circumstances the organizations should pay attention towards creativity. Knowledge of the modern period is the most important asset for all types of organizations, but in developing countries like Pakistan this definition has not yet been given significant importance. Organizational managers are unconscious of the importance and long-term benefits of knowledge management. For this study non-contrived research setting was used as intervention of researcher is minimal. Population for this study is small and medium enterprises located in Lahore, Gujranwala, and Sialkot and unit of analyses for study were the managers of those organizations. The convenient sampling technique was adapted to select the sample for research. Questionnaires composed of 56 questions circulated among small and medium-sized enterprises in Lahore, Gujranwala, and Sialkot collected the data. Out of 300 surveys, 250 full-filled questionnaires were returned. The overall response rate was 83%. The study reveals that all the hypotheses are fully supported. The KS and SC have highly significant impact on organizational performance. Organizational creativity highly positively mediates the impact of SC on organizational performance but in case of KS it is negatively significantly mediate the impact of KS on organizational performance in Pakistan. The findings of the study support the title of the research that if the organization built an environment to promote the cooperation among the employees that will definitely leads to improve the performance. And results also prove that if the worthwhile and reliable knowledge which is beneficial for the organization is timely and frequently shared with the relevant authorities it will also cause the organizational performance to be more improved in Pakistan. The results also support the mediating role of creativity. If the employees of the organizations are more creative and are more curious about new things that will definitely enhance the performance of firms in Pakistan.

Keywords: social capital, knowledge sharing, creativity, innovation.



**DYNAMIC INNOVATION CAPABILITIES EXPLAINING THE
BANKING PERFORMANCE: DOES THE SOCIO-ECONOMIC
CHARACTERISTICS OF BANKING EMPLOYEES MODERATE THE
ABOVE RELATIONSHIP? A CASE OF BANKING SECTOR OF
PAKISTAN**

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ABSTRACT

The present research examination provides the basis of understanding about the market based and innovation based performance of banking sector in Pakistan by considering the dynamic innovative capabilities like market, organizational, product and process based. In addition, the socio-economic characteristics of bank employees like job-experience, education level and employment position were considered for examining the moderation impact for the above said relationships. For this purpose, the data was considered for banks located in different metropolitan areas of Punjab through questionnaire method for about 419 respondents. The researchers used at first the cluster based sampling method to locate the banks as per geographical boundaries than using simple random sampling method, the final sample was selected. The study was examined by applying the structural equation modelling technique through Smart PLS and some partial estimation was done using SPSS. The estimated findings confirmed the direct as well as optimistic relationship between dynamic innovation capabilities of banks in Pakistan for explaining their market based as well as innovation based performance. However, the socio-economic characteristics could only have played a partial role in explaining the moderating effect of the above said direct relationships. The findings of this primary research implies that choosing an appropriate dynamic set of innovation can boost the banking performance in Pakistan. The findings of this examination extends the historical literature in the domain of innovation and performance for the financial sector specifically banking sector of Pakistan.

Keywords: Dynamic Innovation capabilities, Banking performance, socio-economic characteristics, Structural equation modelling.



**THE RELATIONSHIP BETWEEN EMERGENCY RISK
COMMUNICATIONS AND DISASTER PREPAREDNESS: MEDIATING
EFFECTS OF DISASTER AWARENESS**

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ABSTRACT

Introduction Natural disasters occur in all parts of the world and can be devastating to the affected population as well as the surrounding natural and physical environment. Bigger disasters are more difficult to plan than for anything else, such as business plans, weddings and retirement. The purpose of this study is to examine the relationship between Emergency Risk communications and disaster preparedness, in addition the mediating effects of disaster awareness between the relationship of ERC and disaster preparedness has also been This study will be conducted on faculty members of various universities located at Kashmir, Rahim yar khan and Attock.

Keywords: Natural disaster, Emergency risk communication, Disaster preparedness, Disaster Awareness.



IMPACT OF CEO COMPENSATION AND CEO POWER ON FIRMS' INNOVATION MODERATING ROLE OF OWNERSHIP STRUCTURE

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ABSTRACT

CEO compensation and power has crucial issues in assessing the innovative culture of firms. To address this issue, this study aims to investigate the nexus between CEO compensation and power on firms' innovation under moderating role of ownership structure (measured in terms of ownership concentration, business group affiliation and CEO ownership). Ownership structure (ownership concentration, business group affiliation and CEO ownership) enables shareholders to exercise their statutory rights which play a vital role in the strategic decision-making of a company. To test the aforesaid relationship, data has been extracted from 27 chemicals and pharmaceutical firms listed at the Pakistan Stock Exchange during 2013-2018. The data gathered, thus, has been analyzed using various statistical techniques namely: descriptive analysis, correlation analysis, and multiple regression analysis. Due to presence of various issues in data such as heteroscedasticity, auto-correlation and cross-sectional dependence, researcher has employed Panel Corrected Standard Error Model (PCSE). The findings reveal that CEO compensation has positive effect on firms' innovation. Another interesting finding is that this relationship becomes negative under conditional role of ownership structure (ownership structure, business group affiliation, and CEO ownership) which supports agency theory. However, CEO power has no role in firms' innovation even under moderating role of ownership structure. The findings offer certain implications for practitioners to fix the compensation of CEO in order to resolve type I and II agency issues, which can improve firms' innovation. Findings of this study can help investors, policymakers and creditors to understand the importance of CEO compensation and power towards firm innovation in the presence of ownership structure.

Keywords: CEO compensation; CEO power; firm's innovation; ownership structure; research and development expenditures.



UNDERSTANDING THE ATTITUDE-BEHAVIOR GAP FOR COUNTERFEIT PRODUCT USING BEHAVIORAL REASONING THEORY

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ABSTRACT

Previous studies have considered TRA, TPB, and TEV to determine the relation to purchasing a counterfeit product. But still, there is a lack of research that linked BRT to purchase intention of counterfeit. Considering this gap, the main aim of this current study is to determine the purchase intention using the novel approach of BRT, which purpose is to testify the reflective effects of the reason for and significance of reason against buying counterfeit products among Pakistani consumers. The hypothesized relations were formulated using BRT and using a sample size of 260 Pakistani consumers and the data were analyzed by utilized the SEM approach. The results supports that reason for and against are the major antecedent of attitude, intentions, and behavior. Among the reason for, status consumption is an important determinant for buying counterfeit goods, and among reason against uncertainty about durability is an important factor against buying counterfeit goods. The results also confirmed that value positive significantly affects the reason for buying and significant negative influence the reason against and the attitude towards buying counterfeit products. It findings of the study will increase the understanding of the policymakers as well as marketers about the purchase intention of consumers of such counterfeit goods. Eventually, this will assist them to make the best strategies and to motivate them to buy original goods. This is a unique study that determines the consumers' buying intention of counterfeit using BRT, by exploring the "reason for" and "reason against" buying intention in a single model.

Keywords: Behavioral reasoning theory, Counterfeit Products, Purchase intention, Status consumption



**EXAMINING THE ROLE OF ENTREPRENEURSHIP AND
INNOVATION THROUGH TECHNOLOGICAL IMPACT BY
ENTREPRENEUR INTENTION: AN EMPIRICAL RESEARCH IN
PAKISTAN**

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ABSRTACT

Entrepreneurship has becoming a popular term, but not for all entrepreneurs succeeds in Entrepreneurship. This Paper talks about the Entrepreneurship and innovation through technological impact by Entrepreneur intention. What are the factors affecting of Entrepreneurship? What is the basic purpose of Entrepreneurship innovation? Who's to become start and working with successful Entrepreneurship Business? Why Entrepreneur person fail to develop the new business? What kind of terms and conditions to be fulfilled? What type of Characteristics influence to Entrepreneurship behavior activity? Entrepreneurship research by these unanswered questions that does not exist a cohesive explanatory. In this article, to identify the role of Entrepreneurship and innovation through technological impact. Our Conclusion suggests that it may be too enthusiastic to expect a complete with Entrepreneurship Business situations consist of challenges, ability, Characteristics and opportunities that directly impact on the business. However we prepare that by applying analytical, experimental, observational tools to be used to identify these factors, also used Questionnaire these questions can be answered.

Keywords: Entrepreneurship, Entrepreneur, innovation, Characteristics, Ability, Success.



ISSUE OF CYBER SECURITY MANAGEMENT: AN INTERPRETIVE STRUCTURAL MODELLING

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ABSTRACT

The purpose of this study to unveil the issues of cyber security management, classify them on the basis of importance and develop a structural model to enrich the understanding of stakeholders on the phenomena. Overall design of study embraces literature review, data collection from experts of cybersecurity management and analysis of the data. The study uses classical interpretive structural modeling for unveiling the issues and modeling whereas Cross-Impact Matrix Multiplication Applied to Classification (MICMAC) is used for classifying the issues in to influential, ambivalent, buffer and dependent clusters. As a result of the study a list of issues, an ISM model and a classification diagram is contributed towards body of knowledge. This study is an original valuable study useful for stakeholders of cyber security management.

Keywords: Cyber security, structural modelling, MICMAC



**ENTOMBING THE ISSUES OF NEW BUSINESS START-UPS IN
PAKISTAN: IMPOSING ORDER AND HIERARCHY ON
COMPLEXITY ON RELATIONSHIPS**

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ABSTRACT

The main objective of the research paper is to explore and conceptualize on various issues in new business startups. Startups are new born companies which struggle for existence. The research is consisting of literature review, data collection and analysis. The issues have been identified from review of literature. The data on relations among the issues have been collected by using a matrix type questionnaire. The research shows that the government should make startup friendly environment. Entrepreneurs must have studied all the factors which are essential for success. For the purpose of analysis, statistical tools like Interpretive Structural Modeling analysis and MICMAC methodology have been used. The result of the measure, these variables of the study might be useful to academics, upcoming entrepreneurs and other concerned persons.

Keywords: MICMAC, entrepreneurs, business startups, Pakistan.



THE IMPACT OF TOTAL QUALITY MANAGEMENT ON ORGANIZATION PERFORMANCE

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ABSTRACT

The basic purpose of this study is to analyze the impact of TQM practices (organizational leadership, customer relationship, human resource management and supplier management) on organization performance. In addition, this study will discuss the mediating effect of organizational learning in the relationship between TQM practices and organization performance. According to my knowledge limited research has been conducted in this arena concerning TQM practices-performance relationship and mediating mechanism, especially in Pakistani service industry like banks. This study intends to employ a research design where quantitative method will be applied to explore the impact of TQM practices on organizations performance both service and market performance. Our target audience will be the top-level management and employees of the public and private banks located in Lahore. The path analysis will be applied to test our proposed research hypotheses. Based on our research model, the findings of this study may support the policy makers in making strategies to focus on the implementation of total quality management practices and it will help the organizations to upgrade their service and market performance.

Keywords: TQM practices, organizational learning, organizational performance, banking sectors



DETERMINING THE FACTORS AFFECTING STUDENT'S LOYALTY AND SATISFACTION: A CASE OF UNIVERSITY OF THE PUNJAB

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ABSTRACT

This study is conducted to find determinants of student loyalty to the university. The determinants of student loyalty have been studied before, but the majority of the studies have covered just main determinants of loyalty such as student satisfaction, service quality and university image, but ignored university switching cost as a factor of student loyalty, interrelationships of all these antecedents and their collective impact on student loyalty. Despite many studies on student loyalty, the literature still lacks the comprehensive definition of student loyalty. This study has been conducted to fill these knowledge gaps and propose a comprehensive model depicting elaborate relationships of all important antecedents of student loyalty. This study has covered perceived academic quality, perceived administrative quality, physical facilities, student satisfaction, university image, and university switching cost as determinants of student loyalty. The data is analyzed through Exploratory Factor Analysis and structural equation modeling (SEM) using AMOS. The results reveal the significant impact of student satisfaction and perceived university image on student loyalty. This study has important implications for academics to enhance student loyalty.

Keywords: student, loyalty, factors, satisfaction, quality



IMPACT OF RELIGIOSITY ON CONSUMER BEHAVIOR: AN ISLAMIC PERSPECTIVE

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ABSTRACT

In a constantly changing and increasingly globalized world, Religions still plays a significant impact on human life. Religion beliefs can shape the perception, behavior and reaction of consumer toward the product consumption. Religiosity has shown the effect on consumer decision making, ethical and general belief. Design: This study explains the influence of religiosity on consumer behavior from Islamic perspective. Questionnaires were developed and get the data from 200 participants who include professionals, universities and house wives. Religiosity was the independent variable and was measured using three dimensions: religious education, current issue and Islamic financial service. Finding: The finding indicate that consumer consider Islam is a source of references they want to use that product which is commanded by Islam sharia. The population from which the data is gathered is belonging to Islam.

Keywords: Impact, religiosity, consumer behavior, Islamic Perspective



**EXPLORING THE IMPACT OF PERSONALIZED SOCIAL MEDIA
ADVERTISING ON ONLINE IMPULSE BUYING BEHAVIOR, UNDER
THE MODERATION OF PRIVACY CONCERNS AND MEDIATION OF
PERCEIVED RELEVANCE, PERCEIVED NOVELTY AND ONLINE
PAYMENT FACILITY**

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ABSTRACT

Online impulse buying is a precarious feature that is tremendously beneficial for e-retailer and online advertisers. Personalization is used for the purpose of marketing at social media by marketers and advertisers. So there is great need to explore this phenomenon of personalization and online impulse buying behavior. This study explores the impact of personalized advertisement and its impact on online impulse buying behavior, this study is really important for the online retailers and marketers. In this study we developed a conceptual model and then test it while using different factors in order to know the power and impact of personalized advertisement on online impulse buying on social media. We see perceived novelty and perceived relevance and payment facility as mediators between personalized advertisement and online impulse buying behavior and privacy concerns as a moderator between payment facility and online impulse buying behavior. Develop a survey and filled it by participants, then perform analysis of correlation and regression, ten of the hypotheses of this study are supported by the finding of results. And at the last chapter discuss the results and practical implications and conclusion of the study.

Keywords: Personalized Advertisement, Online Impulse Buying, Perceived Relevance and Novelty, Payment Facility, and Privacy Concerns, Social Media.



**ANALYZING THE RELATIONSHIP BETWEEN CUSTOMER
EXPERIENCE QUALITY AND CUSTOMER LOYALTY: MEDIATING
ROLE OF CUSTOMER TRUST**

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ABSTRACT

The purpose of this research was twofold. First, the study empirically investigated the effects of customer experience quality on customer loyalty. Second, the mediating effects of trust were investigated in the relationship between customer experience quality and customer loyalty. Clients' perceptions were gathered through a convenience sampling technique from 428 fast-food consumers. PLSSEM was employed to analyze the internal consistency, reliability and validity, and significance of hypothesized data by using SmartPLS 3.28. Outcomes revealed that trust mediates the relationship between customer experience quality and customer loyalty. More specifically, trust is a dominant factor in the fast-food industry to develop sensory aspects for durable relationships and reinforce customer loyalty.

Keywords: Customer Experience Quality, Trust, Customer Loyalty, Structural Equation Modeling.



IMPACT OF PROMOTIONAL STRATEGIES ON PARENTAL BEHAVIOUR AND PRIVATE SCHOOL'S ENROLLMENT

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ABSTRACT

This study is qualitative in nature and used the interview technique to explore the principals/administrators and parent's views about the promotional strategies used by the private schools and how they change the parent's perceptions about the quality education and schooling. Data collected was analyzed by transposed the data collection and field notes into the text. The interview guide included 10 open-ended questions for administrators/principals of private schools and 8 open-ended questions for the parents of the students of these schools to elicit their responses. It includes 18 administrators/principals of private schools whose monthly fee is less than 3000/month and 38 parents of the students of these schools of Lahore. The interviews were semi structured and that was 25 to 30 minutes on average and based on interview guide. All the interviews were recorded with permission of participants and totally transcribed into text. The exploratory research approach was adopted because of its strength to disclose rich and in-depth. The findings of the research include that the Most of the private schools give importance to the print media (banners, brochures, flexes, posters) and social media advertisements (Facebook, YouTube, Instagram) and the school appearance while for the parents the most important promotional tools are the extracurricular activities (sports gala, annual function and academic and non-academies competitions among the students), the personal relations with the administrations of the schools and the physical appearances of the schools.

Keywords:



IMPACT OF SOCIAL MEDIA CONTENT ON COUNTERFEIT PRODUCTS THROUGH MEDIATING ROLE OF BRAND DESIRE

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ABSTRACT

Purpose: Purpose of this study is to examine the relationship between social media contents and attitude towards purchase of counterfeit products. This study investigates two types of social media contents which are firm created content and user generated content and their relationship with attitude towards counterfeit purchasing through mediating role of brand desire for luxury fashion and beauty products in Pakistan. **Method:** This is quantitative study which has adopted cross sectional method. As study involves use of social media so data has been collected through different social media sites using Google survey forms. Convenience and snowball sampling techniques have been used to collect data. **Findings:** Findings revealed that user generated content and firm created content has positive and significant relationship with brand desire. User generated content has positive and significant relation with attitude towards purchase of counterfeit whereas firm created content has insignificant impact on attitude towards purchase of counterfeit products. Results have revealed that brand desire partially mediates the relationship between user generated content and attitude towards purchase of counterfeits whereas brand desire fully mediates the relationship between firm created content and attitude towards purchase of counterfeit products. **Implications and limitations:** This study provides knowledge about different antecedents of positive attitude towards counterfeit purchasing. This study adds to existing literature as it is based on social identity theory. This study provides knowledge to firms about importance of social media contents and marketing. The study is limited to only Pakistan consumer market. In order to generalize the results geographically the study can be replicated in other countries. Moreover, this study focuses only on SMM impact on the purchase side selling side of counterfeit can also be explored.

Keywords:



CUSTOMER CO-CREATION: ANTECEDENTS AND EFFECT ON NEW PRODUCT EXECUTION

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ABSTRACT

The identification of changes in requirements of clients in different business sectors with the opposition in business and increment of monetary thriving leads into the execution of new product development of organizations. The recognizable proof of changes in necessities of clients in different business sectors with the competition in business and an increment of economic prosperity leads into the execution of new product development of organizations. Success in innovation will require customer's participation at every stage of new product development. The effect of customer cocreation in product development is dependent upon the association's innovative ability and the unforeseen impact likewise shifts across various types of client contribution. More and more companies are actively involved their customers in the new product development (NPD) process. However, recent studies have found conflicting discoveries on the impact of customer involvement on new product development. This research will examine the customer participation in the development of new product and its performance. There are three forms of customer involvement in product development which determine the effect of involvement in different ways. This study is aimed to evaluate the impact of customer participation as an information source (CIS), customer involvement as co-developers (CIC), and customer involvement as innovators (CIN) on new product execution. In addition, this study will discuss the moderating effect of technological newness in the relationship between customer co-creation and new product development. Data will be collected by the variety of industries including manufacturing, consumer packaged goods, information technology and telecommunications, healthcare, and financial services. The data collection measure in this study will questionnaire based. The results of data analysis of questionnaires and software will show all hypotheses and an association between product distinction, innovation and modular product with customer participation.

Keywords: Customer involvement, Customer co-creation, Technological newness, New product



**IMPACT OF SOCIAL MEDIA ADVERTISEMENT AND CELEBRITY
ENDORSEMENT ON PURCHASE INTENTION WITH THE
MEDIATING ROLE OF FASHION INVOLVEMENT**

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ABSTRACT

This study is intended to assess the impact of social media advertisements and celebrity endorsement on purchase intention of consumers. It also illustrates the mediating impact of fashion involvement on the relationship of above variables. Data was gathered from females of smaller cities of Pakistan aged between 18 to 35 years. Structured questionnaires were used for this purpose. The data collected from respondents were analysed using SPSS and PROCESS. Results indicate that social media advertisements and celebrities appeared in those ads cause an increase in customers' purchase intention. This link is further strengthened by fashion involvement among people. Managers should focus on hiring renowned celebrities to attract more customers and the watch time of advertisements should be increased by paying more to channels. Moreover, Companies should be aware of fashion involvement of customers before introducing new fashion trends. This paper introduces how fashion involvement acts as a mediator between the relationship of social media ads and celebrity endorsement with purchase intention.

Keywords: Smaller cities, Social media advertisement, Celebrity endorsement, Fashion involvement, Purchase intention



**INVESTIGATING THE ROLE OF UNIFIED THEORY OF
ACCEPTANCE AND USE OF TECHNOLOGY (UTAUT) IN ONLINE
FOOD PORTAL CONTEXT: A CASE STUDY OF PAKISTAN.**

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ABSTRACT

Abrupt boom in food ordering apps around the globe is due to persistent busy lifestyle of urban public. Transport rates, time shortage, convenience and relative low market rate price has shifted the consumer to online food portal. The unified theory of acceptance and use of technology (UTAUT) is a technology acceptance model aims to explain user intentions to use an information system and subsequent usage behavior. UTAUT identifies four key factors (i.e., performance expectancy, effort expectancy, social influence, and facilitating conditions) and four moderators (i.e., age, gender, experience, and voluntariness) related to predicting behavioral intention to use a technology and actual technology usage in online food portal context with a much narrow scope of application in Pakistan.

Keywords:



**INVESTIGATING THE CUSTOMER BEHAVIOR WITH FACTORS
AFFECTING E-BANKING USAGE BASED ON ELECTRONIC
SERVICE QUALITY AND CUSTOMER SATISFACTION**

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ABSTRACT

The banks are providing banking services through electronic banking. The focus of this study is to examine the factors that influence the E-banking usage. The aim of this study is to analyze the attitude towards E- banking usage and how customer satisfaction and E-service quality influence E-banking usage. The scope and significance of E-banking across developed markets has largely been witnessed; however, the adaption of online banking in developing markets remained less taped due to certain issues and factors which influence the customer's acceptance of online banking. The study is based on quantitative research approach. The data will be collected from Pakistan and E -banking users including universities students who are transacting online products, and services with online banking. A conceptual frame-work will be used to investigate the factors that affect E-banking usage in customers. A questionnaire will be developed to conduct the research. The outcome of study will provide valuable guidelines and suggestions to improve the scope of E-banking adoption in Pakistan.

Keywords: E-service quality, individual attitude, customer satisfaction, actual use



**THE EFFECTS OF MARKET ORIENTATION AND SALES MANAGER
CONTROL ON SALESPERSON OUTCOME PERFORMANCE
THROUGH PARALLEL MEDIATION APPROACH: EMPIRICAL
EVIDENCE FROM PHARMACEUTICALS INDUSTRY**

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ABSTRACT

The purpose of this study is to examine the parallel 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 and parallel mediation exist through mediators 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.



HOW DO ELECTRONIC WORD OF MOUTH PRACTICES CONTRIBUTE TO BRAND PURCHASE INTENTION AND BRAND VALUE PERCEPTION IN SMARTPHONE INDUSTRY?

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ABSTRACT

The main purpose of this study is to investigate a comprehensive parallel mediation mechanism for enhancing brand purchase intention through eWOM triggers using the elaboration likelihood model (ELM). Positive valence eWOM, negative valence eWOM, mixed neutral eWOM, consistency of eWOM and volume of eWOM were considered eWOM triggers, and the conceptual model also included brand attitude and brand image in smartphone industry as a mediator. A total of 276 useable surveys completed by the Pakistani users of social networking websites were used for analysis. Characteristics of eWOM positively influence brand attitude, brand image, brand purchase intention and brand value perception. Brand attitude positively influence brand purchase intention. Brand image positively influence brand purchase intention and brand value perception. Moreover, brand attitude and brand image partially mediate between exogenous construct and endogenous variables in smartphone. These findings make several contributions to the literature on marketing communication, particularly to eWOM research and ELM theory. Practically, this study provides several recommendations to smartphone industry about how to use eWOM triggers for motivating consumers to improve brand purchase intention.

Keywords: Characteristics of eWOM, Brand Attitude, Brand Image, Brand Purchase Intention, Brand Value Perception



**UTAUT MODEL AND GREEN BANKING BEHAVIOR NEXUS:
MEDIATING EFFECT OF BEHAVIORAL INTENTION IN PAKISTAN**

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ABSTRACT

This study aims to investigate influencing factors on consumer's using behavior for adopting green banking practices in the context of Pakistan by applying the unified theory of acceptance and use of technology (UTAUT) model. It also investigates the mediating effect of behavioral intention between the associations of context variables. The study has applied a quantitative method using structured self-administered questionnaires and convenience sampling technique. Data was analyzed using Statistical Package for Social Science (SPSS) version 25 and the Analysis of Moment Structure (AMOS) version 22 for Structural Equation Modelling (SEM). Performance expectancy, effort expectancy, facilitating condition, conditional values, and emotional values positively correlates with behavioral intention. In line with Social influence, facilitating condition, conditional values, and behavioral intention positively correlates with usage behavior. Which leads to adoption of green banking products and services in an emerging economy. Furthermore, behavioral intention fully mediates between the associations of performance expectancy, conditional values, and emotional values and usage behavior. Consistently behavioral intention partially mediates between the associations of effort expectancy, social influence, facilitating condition and usage behavior. Therefore, while designing the green banking services and green products, bank managers might give due consideration to these factors. The current study adds to existing literature on green banking an empirical evidence from Pakistan.

Keywords: Green Banking Behavior, UTAUT Model, Consumer's Values, Structural Equation Model.



THE EFFECTS OF E-SERVICE QUALITY, CUSTOMER SATISFACTION AND CUSTOMER ENGAGEMENT ON E-WOM IN ONLINE FOOD DELIVERY SERVICES

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ABSTRACT

The advent of technology has revolutionized the ways of doing business. There is not any sector that has not been affected by the technology, while food sector is one of the most influenced sectors. Based on this premise the study aims to find out the customers' perceptions and responses towards one of the most promising online food services (i.e. foodpanda). Foodpanda is mainly focused on enabling its users to place orders at nearby restaurants with the assistance through its mobile app. The online food delivery industry has emerged as a new channel of food delivery and marketing in order to capture a bigger share and sale in food industry. This new type of business delivery has become very popular, especially among young, busy and working people, but how customers perceive its services and what's their attitudinal and behavioral response is an area that has not gained due attention. Thus this study tests the effect of e service quality on E-WOM. Moreover, the study also sheds light on the mediation role of customer satisfaction and customer engagement between e-service quality and E-WOM by using the social exchange theory. The study used questionnaire to collect data from food panda app user. The gathered data is analyzed through SPSS. Based on a sample of 430 Pakistani consumers the data analysis results show that e-service quality positively and significantly influences customer satisfaction, customer engagement and E-WOM. Overall, the study provides valuable insights for the successful operation of online food ordering services in Pakistan.

Keywords: Food panda, E-service quality, Customer satisfaction, Customer engagement, E-wom, Online food delivering services



**THE THEORETICAL AND EMPIRICAL ANALYSES ON THE
RELATIONSHIP BETWEEN STOCK MARKET DEVELOPMENT,
FOREIGN DIRECT INVESTMENT, DOMESTIC SAVINGS AND
EXPORTS IN PAKISTAN**

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ABSTRACT

This study analyzed the relation and to which extent Stock Market Development is influenced or affected due to the change in Inward Foreign Direct Investment, Domestic Savings and Exports with reference to economy of Pakistan. The behaviour of subject macroeconomic variables is analyzed from the literature and relation of all variables is studied with reference to Pakistan by using correlation and regression analysis for secondary data collected for 24 years. Indicator used for measuring Stock Market Development is referred to market size that measured through market capitalization calculated as ratio of the market capitalization as percentage of GDP including traded value and volume. And this a major indicator for market development. As the study aimed to analyze the relationships between Stock Market Development, Foreign Direct Investment, Domestic Savings and Exports in Pakistan. Available data was used for 24 years from 1993 to 2016. Correlation and regression analysis are used for analyzing the data. Results of the research showed that there is a positive significant relationship between Foreign Direct Investment Stock Market Development in Pakistan. And there is a positive significant relationship between Stock Market Development and Domestic Savings with reference to economy of 2 Pakistan as a developing economy and where the saving patterns in population are considered low and need should be increased for improvement of financial development and economic growth. The research results for Exports and Stock Market Development were symbolize as negative relationship where it was assumed that exports spur Stock Market Development when income and profitability of the firms in the economy may improved by increasing levels of reported exports, still significance level for results was not significant.

Keywords: Stock market, FDI, domestic savings.



DETERMINANTS FOR THE IMPLEMENTATION OF ACTIVITY-BASED COSTING SYSTEM IN MANUFACTURING SMES OF LAHORE

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ABSTRACT

Activity-based costing system appears to be under-utilized in most of the developing countries despite its huge acceptance in developed countries as a refined costing system that provides accurate and effective cost information. The main purpose of this study was to empirically examine the determinants for implementation of activity-based costing system in manufacturing SMEs of Lahore, Pakistan. Top management support, complexity of manufacturing environment, employees training on ABC, cost data usage within a business, ABC as a performance measurement were considered success factors for implementation ABC. Inherent difficulties with ABC, confidence in current costing system and firm's characteristics/business environment were considered reasons for ABC non-adoption. Data was collected from financial executives or accounting staff of manufacturing SMEs of Lahore, Pakistan using self-administered questionnaire. Based upon the 201 responses, the findings of this study shows that currently the adoption rate of ABC system in SMEs of Lahore is five to ten percent. Top management support, complexity of manufacturing environment significantly influence the implementation of ABC system. Whereas, employees training on ABC, ABC as a performance measurement, cost data usage within ABC were not significantly influence the implementation of ABC system in Manufacturing SMEs. In addition, inherent difficulties with ABC, confidence in current costing system, and firm characteristics/business environment was also found to be insignificant for implementation of ABC system. This study contributes to existing body of knowledge in the domain of implementation of ABC system in SMEs as most of the literature is available on the implementation of ABC system in large corporate sector within Pakistan. Empirical findings of this study also provide guidelines for SMEs either planning or implementing ABC system. The findings of this study will be informative and helpful for policy makers or managers in the development of management accounting practices as well as provide deep insight for SMEs to adopt or implement these costing practices to enhance their business.

Keywords: Success Factors for Implementation ABC, Reasons for ABC Non-Adoption, Implementation of ABC, SMEs, Structural Equation Modelling



IMPACT OF LIQUIDITY AND FINANCIAL LEVERAGE ON FIRM PROFITABILITY

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ABSTRACT

The objective of this study is to examine the affect of financial leverage and liquidity impact on profitability of cement companies of Pakistan stock exchange. The specific objective of this study is to evaluate the impact current ratio, liquidity ratio, debt to equity ratio, debt to capital ratio, return on equity on profitability of Pakistan stock exchange cement company. This research paper is based on targeted 25 listed companies at Pakistan stock exchange and target population is based on 8 companies at Pakistan Securities Exchange. This study main objective is to know the effect of liquidity and leverage on profitability Cement companies in Pakistan Stock Exchange. To know the effect of liquidity and efficiency on profitability of cement companies in Pakistan stock exchange based on purposive sampling technique.

Keywords:



IMPLEMENTATION OF BASEL-II IN PAKISTAN

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ABSTRACT

The banking industry showed a fast growth in the last few decades. Globalization brought significant change in this industry. In the financial crisis of 1970's; the two major international banks; Bankhaus Herstatt and Franklin National Bank were failed. Then there was a dire need of effective supervision of banking operations at an international level. The Basel Committee on Banking Supervision (BCBS) was formulated at that time to monitor the banking operations all over the world. In the decade of 1980, the banks were spreading their operations at international level, but there was no uniform policy for banking operations. An international regime was deemed necessary to ensure that a level playing field operated and that banks had adequate capital to ensure their financial soundness and thereby protect the global financial system and their depositors. The 1988 Basel Accord (Basel-I) regime was thus established to govern the determination of capital adequacy for banks. In the nut shell, most of the researchers have criticized the Basel Accord as it was not truly representing the level of risk in the banks. Then in June 1999, Basel Committee on Banking Supervision (BCBS) made its first round of proposals for revising the capital adequacy framework, and in June 2004, the new revised framework, 'Basel II: International Convergence of Capital Measurement and Capital Standards' was introduced to the financial sector at an international level.

Basel-II: International Convergence of Capital Measurement and Capital Standards: A Revised Framework Basel-II framework deal with the shortcomings of Basel Accord, with intension to be more risk sensitive and to manage risk according to the modern banking practices. Revised Basel-II compliance was helpful in making parallel the capital requirements of all the banks with regard to risk associated to the business profile.

Core objective of this Basel-II was to promote standardized capital requirements and sound supervisory standards worldwide, further strengthen the soundness and stability of the international banking system and promote the adoption of stronger risk management practices by the banking industry. Three kinds of risks were addressed in Basel-II, which includes credit risk, market risk and operational risk. Different approaches were introduced in managing the risk for determining capital adequacy. Basel-III The global financial crisis of late 2000's resulted with the collapse of financial institutions and money and housing markets. Failures of major investment banks like Lehman Brothers, Bear Steams, Merrill Lynch, Goldman Sachs and Morgan Stanley have highlighted the deficiencies in the financial regulations. There was a dire need to revise the regulatory requirement of bank liquidity and bank leverage.

The Banking Supervision of Basel Committee (BSBC) has introduced a new regulatory framework on regulatory standard on bank capital adequacy and liquidity. It resulted with the uplift of common equity holding by 2% from Basel-II in 4.5% and Tier-I capital by 4% in Basel-II to 6% of Risk Weighted Assets (RWA).

Keywords:



ENABLERS OF TECHNOLOGY AND INNOVATION DEVELOPMENT IN PAKISTAN

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ABSTRACT

The purpose of this study investigates enablers of technology and innovation development in Pakistan. The design of study consists literature review, data collection and analysis. Methodology used in this study is collecting data from experts and technique of data analysis is interpretive structural modeling. Results of study will provide us some positive and important elements and their relationships that can help to understand the factors contributing in overall development of technology and innovation in Pakistan.

Keywords: Technology, Innovation, Pakistan



**UNDERSTANDING THE ISSUES OF TRADE BARRIERS OF
PAKISTAN WITH NEIGHBORING COUNTRIES: INTERPRETIVE
STRUCTURAL MODELING APPROACH**

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ABSTRACT

Aim of this study is to unearth the issues of trade barriers with neighboring countries. The purpose of this study is to develop understanding about the trade barriers of Pakistan with its neighboring countries. Design of the study comprises of review of current research studies, survey for experimental data collection and analysis. The study uses Interpretive Structural Modeling (ISM) as method of modeling and MICMAC as method of analysis. The study contributes structural model and driving-dependence classification diagram. The results of the study show that barriers 3,4,5,7,8,9,10,11,10,12 and 13 are on level I, barriers 1 and 6 are on level II and barrier 2 is on level III of ISM model. It is a seminal study of its kind uses different type of methodology that gives valuable information and provides understanding to stakeholders. It is useful for regulators, political governments, business community and researchers.

Keywords: Barriers, Trade, Pakistan, ISM, Micmac



DEVELOPING THE STRUCTURAL MODEL OF ISSUES OF CPEC

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ABSTRACT

Aim of the study is developing the structural model of issues of CPEC. Overall design of the study is comprises of literature reviews, data collection and data Analysis. It is an exploratory study which uses interpretive structural modeling, IMICMAC and primary data collected from stakeholders. The result of this study is contributed for analyzing factor analysis. This is an original strategy since it has been depend on the original data collected from the stakeholders. It helpful for stakeholder and also will provide understanding to the stakeholders.

Keywords:



SLYER WAYS OF BRIBERY IN PAKISTAN: USING BINARY MATRICES FOR STRUCTURING THE ISSUE

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ABSTRACT

Aim of the study is to measure ways of bribery in Pakistan in order to remove the barrier for smooth functioning of the Government and using Interpreted Structure Modeling on complex interrelationships among these barriers. It is an exploratory study which uses literature discourse for identification of slyer ways of bribery, binary matrices for structuring issue and cross impact matrix multiplication applied to classification for analyzing driving-dependence power. Discourse of literature revealed that there are nine ways important to address the issue in hand. Bribery and unfavorable government policies occupy bottom in the interpretive structural model that are highly important and need utmost attention. Eight barriers fall in dependent, four in independent, three in linkage and none in autonomous quadrant of driving-dependence diagram. The study is useful for policy makers and general public to handle bribery issues prevailing in Government Offices and remove it accordingly. It is a foremost attempt in Pakistan to structure the issue on the basis of opinion of expert from within stakeholders.

Keywords: Binary matrices, bribery, slyer.



**OWNERSHIP CONTROL AND INTEGRITY OF FINANCIAL
DISCLOSURES IMPACT ON FINANCIAL PERFORMANCE: A MULTI-
DIMENSIONAL ANALYSIS IN BANKING CORPORATES OF
PAKISTAN**

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ABSTRACT

Earnings management plays a crucial role in the management of financial information particularly in the banking sector to distort earnings. A lot of strategies are being applied by various supervising agencies and stakeholders to limit earnings management practices. This paper used quantitative design and analyzed earnings management using discretionary loan loss provisions (DLLP) in the listed commercial banking sector of Pakistan. The sample size of this study was all commercial banks listed on the Pakistan stock exchange (PSX) during the period 2012 to 2018 as the governance code was revised in 2012 to ascertain the impact of post-revision practices. Panel Corrected Standard Error Model (PCSE) was applied for analysis. The results exhibited a highly significant negative relation of Ownership Structure Index and Disclosure and Transparency Index on earnings management. Moreover, the study also found evidence that as a score of ownership structure and Disclosure and transparency improved the management is more efficient in constraining practices of earnings management and vice versa. The second phase of the study centered around the direct and moderating effects of earnings management and governance indicators on financial performance. The outcomes showed a significant negative direct impact of the interaction of ownership structure and disclosure and transparency Index with earnings management (DLLP) on the return on equity, return on assets, and market capitalization. The study proposed that secured audit mechanisms and internal control policies can reduce the earnings management practices among commercial banking companies.

Keywords: Ownership Structure, Transparency and Disclosure, Earnings Management, Financial Performance



ROLE OF MICROFINANCE BANKS IN PROVIDING FINANCIAL AND NON-FINANCIAL CAPITAL TO MICRO-ENTREPRENEURS: AN EXPLORATORY STUDY IN PAKISTAN

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ABSTRACT

Micro-entrepreneurs need financial and non-financial capital to deal with different forms of business risks and uncertainties; and to explore and exploit the available opportunities in the market. In contemporary business environment, both financial and non-financial capitals are evenly important for microenterprises as no business can survive, without multiple forms of required resources. It has widely been acknowledged that non-financial capital along with financial capital enhances the probability of micro-entrepreneurs' business success. Globally, microfinance is considered as backbone of the poverty alleviation programs in which individuals at the economic base of pyramid (BOP) are empowered through provision of capital to increase their income level. Microfinance institutions specially support micro-entrepreneurs to make their microenterprises successful so they may become self-employed and may also create employment for others. In developing economies like Pakistan, microfinance institutions role enhances to support its clients in financial and non-financial domains to let them out of poverty through sustainable microenterprises. The purpose of this study is to explore the importance of non-financial capital for micro-entrepreneurs' business growth and to find out that either the microfinance banks in Pakistan are supporting the non-financial capital of micro-entrepreneurs or only they are focusing only on financial capital. To achieve this objective, researchers used the qualitative approach and 8 in-depth interviews of the managers of microfinance banks have been conducted. This study used QSR Nvivo 12 software for thematic analysis. So far no such study has been conducted in Pakistan to find out the importance of non-financial capital for micro-entrepreneurs and to explore the role of microfinance in catering financial and non-financial capital needs of the micro-entrepreneurs at BOP. The study found that non-financial capital is also important for the success of micro-entrepreneurs and microfinance banks in Pakistan are primarily serving clients in building their financial capital and the non-financial capital deprivations are addressed only to some extent by microfinance banks.

Keywords: Micro-Entrepreneur, Microfinance, Financial Capital, Non-Financial Capital, Base of Pyramid (BOP), Microenterprise.



FULL PAPER PROCEEDINGS



**AN EMPLOYEE'S PERCEPTION OF FAIRNESS AND EXTRA-ROLE
JOB BEHAVIORS WHILE UNDERSTANDING THE ROLE OF
EMBEDDEDNESS: A COR PERSPECTIVE.**

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Abstract

Using conservation of resource (COR) theory ambit, this study argue that organizational justice impacts employee extra-role job behaviors by embedding an employee in the organization. In order to study the aforementioned relationships, we have used a sample of 195 individuals working in various industries in Pakistan. Our results shows that organizational embeddedness intervenes the relationship among dimensions of organization justice and employee extra-role job behaviors. Furthermore, practical implication, suggestions and some areas for future researchers are also discussed.

Keywords: extra role behaviors, job embeddedness, COR

1. Introduction

Today's business environment is volatile and multifarious than ever before. Due to privatization, globalization and liberalization, the current business environment is facing a multi-fold competition. In order to achieve the goals in shortest period of time, employees are required to work more than the requirements of their duties. When individual, performs tasks that are more than the requirements of his/her job without expecting or requiring any reward in return, is known to be engaged in discretionary behaviour. This has been a major area of focus for more than two decades in the field of organizational behaviour and have received great attention in past studies (Podsakoff, MacKenzie, Paine, & Bachrach, 2000). Literature suggests that discretionary behaviours and organizational citizenship behaviours are synonyms. Currently, businesses are attributing their achievements to their employees. It can be infer that hardworking employees are not only performing their formal duties that were assigned to them but also working beyond the expectation of their managers.(Kumari & Thapliyal, 2018).

In early empirical and theoretical research, scholars have focused on individual performance as two dimensional: out of the job /extra role and on the job performance (Borman & Motowidlo, 1993; Vandyne, Cummings, & Parks, 1995). Podsakoff, Whiting, Podsakoff, and Blume (2009) pointed out that literature published in past quarter century indicates that organizational citizenship behaviour has embedded in the very core of organizational behaviour and industrial- organizational (IO) psychology. When Organ and associates (Smith, Organ, & Near, 1983) first used the term in 1980's, 650+ studies have been rolled out/published on PCB and related construct including OCB (Borman, 2004), Pro-social work behaviour (Brief & Motowidlo, 1986), out of job behaviour (Vandyne et al., 1995), contextual performance (Borman & Motowidlo, 1993) and organizational spontaneity (George & Jones, 1997). An



impressive fact is that the most of the research articles (66%) have been published after 21st century (Podsakoff et al., 2009).

Organ (1988) defined OCB as “individual behaviour that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization” (p.04).

For 3 decades and more, scholars have been trying to find an answer to the question of why an employee indulges into discretionary (cooperative) behaviours which are not his formal job duties (Koys, 2001). Organizational citizenship behaviours are considered significant for continuous organizational survival because of cutthroat global competition, consumer driven focus and promotion of team based work structure (LePine, Erez, & Johnson, 2002).

Mitchell, Holtom, Lee, Sablinski, and Erez (2001) highlights job embeddedness (J.E) as aggregation of powers that coagulate staying in an organization. The fusion of theories in the area of job embeddedness have yielded key dimensions. The construct job embeddedness is two dimensional, the community or environment and organization, for example community and organizational embeddedness. Every dimension has further three sub-dimensions. The focus of organizational embeddedness indicate the level to which an employee have links with other individuals or activities in which he or she is involved. While, environment/community embeddedness focuses on the degree to which communities and work are inline to other aspects in their life space. Links includes connections that are formal and informal, which connects an individual to his organization in a financial web, social or psychological with various strands. The more the number of connections between an organization and an employee are, the more he or she would be connected to the people, activities and the organization. The dimension of embeddedness - Fit focuses on how much an employee fits with the organization with regard to his or her goals, future plans and personal values. Sacrifice dimension of organizational embeddedness indicates how much an employee would have to give up if he leaves the job/organization (Mitchell et al., 2001). Perceived as inter-connected web of forces, number of theoretical explanations publicised on how job embeddedness dimensions embed an individual in an organization (Kiazad, Holtom, Hom, & Newman, 2015). By imposing pressures that are normative (Maertz, Stevens, & Campion, 2003) or social capital, job links may nurture staying with an organization (Allen, 2006).

Studies focused on conservation of resource theory (COR) as a feasible and unifying theoretical base to justify how Job embeddedness impacts staying at an organization and other important job outcomes (Kiazad et al., 2015). As per COR perspective, employees struggle to gain, secure and accumulate resources (Hobfoll, 1989). COR argues that an individual possess number of resources that they value which includes energy that is emotional and support that is socio- economic (Cole, Bernerth, Walter, & Holt, 2010) and they struggle to acquire, maintain, guard and foster those valued resources; in a way, these resources motivates an individual’s behaviours (Hobfoll, 2001).

Individuals value resources because they help them to fulfil external demands, acquire goals which they value (Halbesleben, Neveu, Paustian-Underdahl, & Westman, 2014) and safeguard against potential loss of resources (for example, lost pay due to dismissal). Other than personal and environmental resources, Hobfoll (1989, 2001) segregated resources that are valued for



sake of themselves (e.g., home, health) from instrumental resources (e.g., money, time, optimism) that they can invest in order to acquire or retain other valued resources.

Scholars in organizational behaviour have explored antecedents of organizational citizenship behaviour to encourage those practices in organizations that leads to OCB (Skarlicki & Latham, 1996). Organisational justice is proved to be a vital antecedent of OCB (Organ & Ryan, 1995). As per Lind, Greenberg, Scott, and Welchans (2000) “Unfortunately, the relationship nature of justice/fairness perceptions and OCB is not clear (p.89). Studies suggest that there is a link between organizational fairness to diverse positive employee behaviours including OC, Satisfaction, commitment (Colquitt et al., 2013; Rai, 2013). Study indicates that in organizations where supervisors treat their subordinates in a fair way, employees exhibit out /extra-role and on the job work behaviours (Ambrose & Schminke, 2009). Most of the research have found that outcomes of perceived fairness are influence by cognitive attachment processes (Collins et al., 2012). As per researcher an individual can be rooted emotionally in the organization (Colquitt et al., 2013).

Kiazad et al. (2015), while advancing a multi-foci view on job embeddedness, argued that organizational embeddedness is related to employee OCB. Harris, Wheeler, and Kacmar (2011) called researchers to design future researches to explicitly examine the COR theory and understand various theoretical models, other than COR to increase the understanding of job embeddedness. Furthermore, Harris et al. (2011) suggested future researchers to study organizational embeddedness as mediating mechanism explaining associations between variables and job outcomes. Ghosh, Sekiguchi, and Gurunathan (2017) examined the impact of dimensions of justice on an employee’s job performance while understanding intermediating role of employee embeddedness.

Literature on organizational citizenship behaviour suggests that there are limited studies who have focused on embeddedness and employee’s perceptions of fairness on an employee’s extra-role behaviours. A study of Ghosh et al. (2017) studied the impact that dimensions of justice have on employee’s on the job performance while understanding the intervening role of organizational embeddedness of an employee. This study used the theoretical lens of conservation of resource theory which argues that employee/individual struggles to acquire, guard and retain resources (Hobfoll, 1989). Ghosh et al. (2017) called future researcher to study more dimensions of organizational justice including interaction and information justice to understand the impact on embeddedness and employee in-role performance. Kiazad et al. (2015), while advancing a multi-foci view of job embeddedness, argued that organisational embeddedness is linked to employee OCB.

Holtom and Inderrieden (2006) suggested that managers, to effectively plan job embeddedness based retention strategies, need to realise how and to what level their employees are embedded into the organization. In a ten years literature review of job embeddedness, Ghosh and Gurunathan (2015b) called for researches studying the impact of factors, including career commitment, organizational justice, leadership styles, personal deposition and level of communication, on possible education interventions to encourage organizational loyalty. Harris et al. (2011) called researchers to design future researches to explicitly examine the COR theory and understand theoretical models, other than COR to enhance job embeddedness



literature. Furthermore, Harris et al. (2011) suggested future researches to focus on organizational embeddedness as mediating variable enlightening relationships between other variables and job outcomes. Tabak and Hendy (2016) directed future researches to identify factors that impact an individual's perception of fit in the organization. In a study Ghosh et al. (2017) called future researcher to study more justice dimensions including interaction and information justice to understand the impact on dimensions of embeddedness and employee in-role performance. Kiazad et al. (2015), while advancing a multi-foci model of job embeddedness, argued that embeddedness is related to employee OCB. Majority of the studies on job embeddedness has been conducted in America (Harris et al., 2011). Consequently, there is a gap to test samples from other cultures/social settings in order to know the generalizability of job embeddedness (Mallol, Holtom, & Lee, 2007)

We argue that a gap exists in OCB literature, if we overview it in its relation with embeddedness and fairness perceptions in the organization. As embeddedness is rooted in COR, as per conservation of resource theory, individuals/employee struggles to gain, guard and retain resources or (Hobfoll, 1989), we argue that there is gap in understanding these relations under COR perspective.

Ghosh et al. (2017) proposed organizational justice as the source of resource abundance. Embeddedness, emerges as consequence of resource abundance, it emerges over long time periods. Organizational embeddedness resources are more organizational related (Halbesleben & Wheeler, 2008).

Conservation of resource theorists argues that an individual invests in resources (opportunity cost, time, effort; Halbesleben et al. (2014)) into extra role behaviours, attending outside work functions, helping co-workers and socializing newcomers, as a mean to collect more resources including supports, rewards that are extrinsic, recognition (Halbesleben & Wheeler, 2015)

Summing up the aforementioned, current literature suggests that there is a gap. This study argues that perception of justice/fairness and employee embeddedness in an organization can explain his/ her extra role job behaviours, under COR lens.

2. Literature Review and Hypothesis Development

2.1. Conservation of resource theory (COR)

As per COR theory, "individuals strive to acquire, protect and retain resources or those objects, personal characteristics, conditions or energies that are valued" (Hobfoll, 1989). COR theory maintains that an individual possess various resources which includes energies that are emotional and support that is socio-economic (Cole et al., 2010) and they struggle to acquire, accumulate and guard those valued resources; in a way, these resources motivates their behaviours (Hobfoll, 2001).

Individuals value resources because they help them to fulfil external demands, acquire goals which they value (for example, promotion; Halbesleben et al. (2014) or protect against potential loss of resources (for example, lost pay due to dismissal). Other than personal and environmental resources.

This research is studying organizational embeddedness as it is a predictor of performance related variables more significantly in contrast to community embeddedness (Kiazad et al., 2015), where relocation decision are not involved (Ghosh & Gurunathan, 2015b). Furthermore,

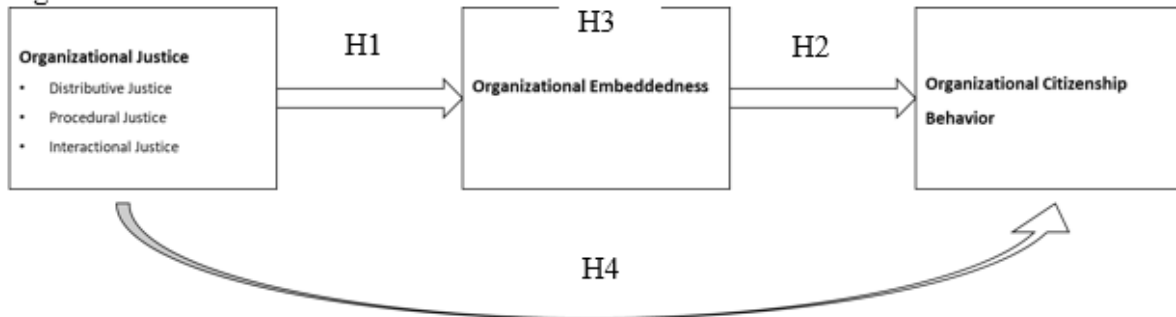


as this research is focusing on work-related variables, including organizational justice that is expected to be more strongly related to organizational embeddedness (Sekiguchi et al., 2008). Organizational embeddedness (O.E) emerges as a consequence of abundance of resources which emerge over long run. O.E resources are organizational and workplace related (Halbesleben & Wheeler, 2008). Both studies including theoretical (Kiazad et al., 2015) and empirical (Harris et al., 2011) have explained embeddedness as a state of abundance of resources. This study proposes that organizational justice is one source of abundance of resources.

According to COR perspective, justice acts as a prime source of support from the organization, with the help of which an individual accumulates, replenishes and protects his resources (Cole et al., 2010). Justice is about resource allocation in such a way that employee perceives that resources have been fairly distributed and appropriately replenished against the resources invested.

2.2. Research Framework/Theoretical Framework

Figure 2.1



2.2.1. Hypothesis Development

H1 (a): Distributive justice has a positive relation with organizational embeddedness.

H1 (b): Procedural justice has a positive relation with organizational embeddedness.

H1 (c): Interactional justice has a positive relation with organizational embeddedness.

H2 (a): Organizational embeddedness has a positive relation with organizational citizenship behaviour

H3 (a): Organizational embeddedness mediates the relationship between distributive justice and organizational citizenship behaviour.

H3 (b): Organizational embeddedness mediates the relationship between procedural justice and organizational citizenship behaviour.

H3 (c): Organizational embeddedness mediates the relationship between interactional justice and organizational citizenship behaviour.

Conservation of resource theory has two principles. According to principle one “the primacy of resource loss” states that loss of a resource stimulates effective and behavioural reactions that are stronger than gains of equivalent resources. When making a decision about changing the job, an employee may fear leaving benefits of the existing job (sacrifices) more than potential benefits from the new job. The second principle of COR which is “resource investment” states that people in order to accumulate resources that enable them to meet demands, attain goals, recover from resource loss, or protect against future losses, invest in

resources. So, an individual invest in training or education to increase the likelihood of a promotion (acquisition of resources) or to minimize the odds of layoff (protection of resources) (Kiazad et al., 2015).

Conservation of resource theory perspective suggests that individuals, who have enough or sufficient resources are less vulnerable to resource loss and are more capable of resource gain. Negative outcomes occurs if an employee perceives insufficient resources, threatened by the loss of resources, or do not gain enough resources by investing in resources (Harris et al., 2011). Thus, employee gets motivated to conserve and gain additional resources. Harris et al. (2011) states that an employee can obtain some work-related sources of support to add to his existing resources. Thus the study focuses on organizational embeddedness as a state of resource abundance that accumulates for individuals in an organization who experience organizational justice.

OE emerges as a consequence of resource abundance. Associated resources with embeddedness tend to emerge over long time periods. Organizational embeddedness resources are organization related (Halbesleben & Wheeler, 2008). Recent theoretical (Kiazad et al., 2015) and empirical studies (Harris et al., 2011) have provided an explanation for organizational embeddedness as a state of resource overabundance. Ghosh et al. (2017) proposed organizational justice as the source of resource abundance.

Conservation of resource theorists argues that an individual invests in resources, opportunity cost, time and effort, Halbesleben et al. (2014) in extra role behaviours, attending outside work functions, helping co-workers and socializing newcomers, as a mean to collect more resources including supports, extrinsic rewards, recognition (Halbesleben & Wheeler, 2015; Ng & Feldman, 2012; Podsakoff et al., 2009). Thus, individuals shows altruistic act towards their colleagues and superiors to build goodwill and reciprocity to repay the kindness. Lee et al. (2004) argued that employee with high number of links with the organization and fellow workers are more motivated as compared to individuals with few links and embeddedness is a significant predictor of out-role and in-role job behaviours. In a study it was found that the more an employee is knotted socially in an organization, the more likely he get involved in contextual performance. Kiazad et al. (2015) argued that individuals, who are embedded into an occupation, organization or job, should be willing to exhibit more OCB. Individuals are motivated to invest resources to gain more resources, and they have instrumental resources (fit and links) to help them do so (Hobfoll, 2001).

This study argues that under conservation of resources theory lens, if employee perceives that fairness holds, in distribution, procedures and interaction, of resources then he/she will be embedded into the organization. Once embedded into the organization (resource abundance), an employee would be engage into extra-role job behaviors. As individuals are motivated to invest resources in order to gain more resources.

H4 (a): Distributive justice (D.J) has a positive relation with organizational citizenship behaviour (OCB)

H4 (b): Procedural justice (P.J) has a positive relation with organizational citizenship behaviour (OCB)



H4 (c): Interactional justice (I.J) has a positive relation with organizational citizenship behaviour (OCB)

Conservation of resource theorists argues that an individual invests in resources (opportunity cost, time, effort; Halbesleben et al. (2014)) into extra role behaviours, attending outside work functions, helping co-workers and socializing newcomers, as a mean to collect further resources including supports, extrinsic rewards, recognition (Halbesleben & Wheeler, 2015). Thus, individuals shows altruistic act towards their colleagues and superiors to build goodwill and reciprocity to repay the kindness.

As per second principle “resource investment” that people/individual, in order to accumulate resources that make them capable to meet demands, attain goals, recover from resource loss, or protect against future losses, invest in resources. So, an individual invest in training or education in order to increase the likelihood of a promotion (acquisition of resources) or minimizing the odds of layoff (protection of resources) (Kiazad et al., 2015). Ghosh et al. (2017) proposed that organizational justice as the source of resource abundance.

This study argues that under conservation of resources theory lens, when an individual/employee perceives that fairness holds, in distribution, procedures and interaction, of resources then he/she will be in a state of resource abundance. As per the COR principle of resource investment, the employee will be in a position to invest his resources in order to retain and gain further resources. Thus the employee will indulge into extra role behaviours, attending outside work functions, helping co-workers and socializing newcomers, as a mean to collect more resources including supports, extrinsic rewards, recognition (Halbesleben & Wheeler, 2015; Ng & Feldman, 2012).

3. Research Method

Single study was conducted to test the hypotheses of this research paper. As far as population of respondents of this study are concerned we chose any individual who is working in an organization. These organizations can represent services or manufacturing industry of Pakistan. Currently, there around 32 Million salaried individuals who are working in industries other than agriculture (Statistics, 2017). As this study is focusing, on perception of fairness and how much an employee is embedded and how much he involves in extra role job behaviours, we argue that anyone who is subjected to outcome decision can be a good unit of analysis. We are not focusing on cross industry comparisons for now as our focus is to increase the generalizability of embeddedness literature (Ramesh & Gelfand, 2010) in cross cultural perspective by exploring mediating mechanism of embeddedness between justice and organizational citizenship behaviours (Ghosh & Gurunathan, 2015a). In this research the population frame is anyone working in an organization that is situated in central Punjab where this study is being conducted.

The size of the sample in a research depends on the number of items use to measure variables. Using our efforts we were able to receive data from 195 respondents which is reasonable as per the guidelines provided by Hair, Babin, and Anderson (2010).

3.1. Data collection

This study followed cross-sectional time horizon for data collection. The information was gathered from various industry including conventional banking, digital financial services,



manufacturing, government services, education, information technology (IT) and media. All data was collected using personal contacts and referrals from these contacts. We collect the data during covid-19 pandemic hence it was not possible to distribute paper based questionnaires. However, digital questionnaires were sent using google services. The survey had two major parts demographics and variables. The demographic part captured data on respondent's gender, age, total experience, tenure with current organization, designation, monthly salary range and qualification. Whereas, all constructs items were measured on 5 point Likert scale where "1= strongly disagree" and "5= strongly agree". The survey link was distributed to almost 1000 persons however we received complete information from 196 individuals.

3.2. Measuring Instrument

As per the requirement of the study following scales were used. Unless mentioned, all items were measure on 5 point likert scale (strongly disagree" to "strongly agree). O.J was measured by a scale developed by Moorman (1991) and Price and Mueller (1986). D.J, as adapted by Moorman (1991), was measured by five items scale developed by Price and Mueller (1986). P.J measured by seven items from the scale developed by (Moorman, 1991). I.J was measured by six items from the scale developed by (Moorman, 1991). OCB was measured by 24 item scale developed by (Podsakoff et al., 1990). As suggested by (Pillai, Schriesheim, & Williams, 1999) all items of 5 dimensions can be clubbed into a single measure of the construct organizational citizenship behaviours. Originally, the items were supervisor rated but according to Spector (2003) the item wording can be modified to self-rated. Organizational embeddedness was measured by using 12 items as extracted by Harris et al. (2011) from 23 item scale developed by Mitchell et al. (2001) to measure overall job embeddedness construct including organizational embeddedness and community embeddedness. Harris et al. (2011) performed exploratory factor analysis and used data from Halbesleben and Wheeler (2008) to compare the correlates of all 23 item scale and extracted 12 item scale, the correlation between 23 item and 12 item was 0.90. Furthermore, our study like Harris et al. (2011) was only focusing on organizational side of embeddedness. So, we only used measures that measured organizational embeddedness.

4. Data Analysis

4.1. Respondents Profile

In this research, information was gathered from individuals/employees who are working in an organization/ employed. The respondents were from various industry including conventional banking, digital financial services, manufacturing, government services, education, information technology (IT) and media. Table 1 shows that out of total 196 respondents there were 147 males (75%) and 48 females (25%). Majority of respondents around 132 (68%) were in between the age of 26-35. Whereas, only 2 respondents were from 46-55 years of age. Majority of our sample represents work force that is young and between 15-45 years of age. As depicted, in age range of the sample that majority of respondent are young, majority of respondents have 1-10 years of work experience. Similarly, majority had 1-5 years of work experience in their current organization where they were working at the time of data collection. Around 28% respondents were from staff, 19% respondents had manager title and 36% had



other job titles. Moreover, 60% of sample was from 50,000+ monthly salary slab. Furthermore, 99 respondents had bachelor's degree while 81 were postgraduate.

Table 4.3: Demographic profile of Respondents

Demographics	Classification	Frequency	Percentages
Gender	Male	147	75
	Female	48	25
Age	15-25	42	21
	26-35	132	68
	36-45	19	10
	46-55	2	1
	Total Experience	1-5	104
Total Experience	6-10	64	32
	11-15	15	8
	16-20	7	4
	21+	5	3
	Tenure with current organization	1-5	177
6-10		17	9
11-15		0	0
16-20		0	0
21+		1	0.5
Designation	Staff	54	28
	Supervisor	8	4
	Assistant Manager	26	13
	Manager	37	19
	Other	70	36
Monthly Income	Below 25,000	16	8
	26,000-50,000	64	33
	51,000-100,000	59	30
	100,000+	56	29
Qualification	Intermediate	8	4
	Bachelor	99	51
	Masters/Mphil	81	41.5
	Ph.D	1	0.5
	Other	6	3

The mean values of all five variables under study is more than 3 which means the responses are more skewed towards agreed side of 5 point scale. The skewedness toward agreed side is justified as all variables are positive in nature. In terms of maxima & minima, except for



organizational citizenship behaviours respondents marked their responses from 1-5. Whereas, minimum values for OCB is 2.83 and maximum value if 4.00.

Table 4.4: Descriptive analysis of variables under study

	N	Min	Max	Mean	St. Dev
D.J	195	1.18	5.00	3.84	0.57
P.J	195	1.00	5.00	3.37	0.87
I.J	195	1.00	5.00	3.42	0.74
Org. Embed	195	1.00	5.00	3.82	0.77
OCB	195	2.83	4.00	3.79	0.30

4.2. Exploratory Factor Analysis

Exploratory factor analysis (EFA) is a method to measure variables which are latent by measuring indicators of these variables (Cortina, 1993). Techniques like exploratory factor analysis are used where cluster of variables needs structural comprehension (Field, 2005). Factor analysis is considered as appropriate tool for data analysis for many reasons. First, factor analysis commonly used by social scientists as it is a power technique. Secondly, it has an ability to simplify the complex data sets, it can point out which item are most important out of cluster. As per Mouton (2011), survey instrument can be used as mean of data collections for factor analysis and deductive studies as it starts from theory, to test of hypotheses. Moreover, surveys are good exploratory studies as surveys are used inductively by factor analysis. So, we are using factor analysis to assess the key variables items.

Factor analysis was done to comprehend measuring items out of cluster of variables. All items were loaded and items were filtered out through rotated component matrix. Variables including organizational citizenship behaviours and embeddedness had items that were laying over other items. After completion of factor analysis following measuring items were left to appropriately measure the constructs.

Table 4.5

	Pre EFA No. of Items	Post EFA No. of Items	Change
D.J	5	5	-
P.J	7	7	-
I.J	6	6	-
Org. Embed	11	5	6
OCB	24	17	7

Table 4.6

Sr. No	Organizational Embeddedness	Value
1	Org. Embed 1	0.791
2	Org. Embed 2	0.659
3	Org. Embed 3	0.685
4	Org. Embed 4	0.711



Sr. No	Org. Embed 5	Value
5	Org. Embed 5	0.801
Sr. No	Distributive Justice	Value
1	D.J 1	0.897
2	D.J 2	0.837
3	D.J 3	0.882
4	D.J 4	0.901
5	D.J 5	0.752
Sr. No	Procedural Justice	Value
1	P.J 1	0.767
2	P.J 2	0.825
3	P.J 3	0.764
4	P.J 4	0.803
5	P.J 5	0.797
6	P.J 6	0.815
7	P.J 7	0.797
Sr. No	Interactional Justice	Value
1	I.J 1	0.870
2	I.J 2	0.523
3	I.J 3	0.835
4	I.J 4	0.847
5	I.J 5	0.906
6	I.J 6	0.894
Sr. No	Organizational Citizenship Behaviors	Value
1	OCB 1	0.791
2	OCB 2	0.841
3	OCB 3	0.686
4	OCB 4	0.662
5	OCB 5	0.752
6	OCB 6	0.732
7	OCB 7	0.733
8	OCB 8	0.727
9	OCB 9	0.818
10	OCB 10	0.853
11	OCB 11	0.844
12	OCB 12	0.696
13	OCB 13	0.743
14	OCB 14	0.832
15	OCB 15	0.824
16	OCB 16	0.784
17	OCB 17	0.488



4.3. Reliability and Correlation

All variables scales were tested for goodness of measure. D.J was measured by 5 item scale and its reliability was 0.905 cronbach's alpha which was more than threshold value of 0.7 (Cortina, 1993). Similarly, P.J had 0.903 cronbach's alpha. Interactional justice had 0.899 cronbach's alpha. Organizational embeddedness had 0.780 cronbah's alpha. Finally, cronbach's alpha value for OCB was 0.788.

Correlation analysis shows that all three dimensions of justice have a relationship with organizational embeddedness. However, there is no association between distributive justice, procedural justice and organizational citizenship behaviours (OCB) but there is an association between interactional justice and OCB. Furthermore, organizational embeddedness has a significant relationship with OCB.

Table 4.8: Reliability and Correlation analysis

	1	2	3	4	5
1 D.J	(.905)				
2 P.J	.619**	(.903)			
3 I.J	.519**	.506**	(.899)		
4 Org. Embed	.546**	.511*	.540**	(.780)	
5 OCB	-0.007	0.054	.181*	.295**	(.788)

Reliability shown in bold diagonal in ()

4.4. Hypothesis Testing

We hypothesized that justice will have a positive impact on organizational embeddedness and we supported this argument with conservation of resources theory. The results shows that there is positive direct relationship between justice dimensions and organizational embeddedness. Hence, results supports our hypotheses 1. Furthermore, it was hypothesised that organizational embeddedness has a positive impact on organizational citizenship behaviour. The results shows that there is a significant positive relationship between two variables. So, our hypothesis 2 was also accepted. It was also hypothesized that dimensions of organizational justice have a positive direct impact on OCB. As per the results of linear regression, distributive and procedural justice have no direct impact on OCB. However, as depicted in correlation analysis, Interactional justice do have a positive relationship with OCB.

4.4.1. Regression Analysis

Table 4.9: Direct impact of variables under study

	Organizational Citizenship Behaviors			Organizational Embeddedness		
	B	R2	Sig	B	R2	Sig
D. J (H4a) (H1a)	-0.066	0.047	0.121	0.217	0.408	.000
P. J (H4b) (H1b)	0.01	0.047	0.836	0.178	0.408	.000
I. J (H4c) (H1c)	0.126	0.047	0.004	0.273	0.408	.000
Organ. Embed (H2a)	0.166	0.087	.000			



Table 1.7 Indirect relationship of variables

Hypotheses (H3a):

As table below shows that direct and indirect effect LLCI & ULCI does not contain 0 value that means the indirect relationship holds. Hence our hypothesis, that organizational embeddedness mediated the relationship between D.J and OCB is accepted.

	Effect	SE	T	P	LLCI	ULCI
Direct Effect of X on Y	-0.1075	0.036	-2.9697	.0034	-0.1789	-0.0361
Indirect Effect of X on Y	0.1045	0.0269			0.0582	0.165

Hypotheses (H3b)

As table below shows that indirect effect value of LLCI & ULCI does not contain 0 value that means the indirect relationship holds. Hence our hypothesis, that organizational embeddedness mediated the relationship between P.J and OCB is accepted.

	Effect	SE	T	P	LLCI	ULCI
Direct Effect of X on Y	-0.0693	0.042	-1.652	.1002	-0.1521	0.0134
Indirect Effect of X on Y	0.0975	0.0295			0.0478	0.1646

Hypotheses (H3c)

As table below shows that indirect effect value of LLCI & ULCI does not contain 0 value that means the indirect relationship holds. Hence our hypothesis, that organizational embeddedness mediated the relationship between Interactional justice and OCB is accepted.

	Effect	SE	T	P	LLCI	ULCI
Direct Effect of X on Y	0.0156	0.0415	0.3772	0.7064	-0.0662	0.0975
Indirect Effect of X on Y	0.0762	0.0274			0.028	0.1356

5. Discussion

The purpose of this research was to examine/explore/analyse the effect of organizational justice and embeddedness on extra-role job behaviours. The unit of analysis in this study is an individual working in an organization, these individual were from various industries including education, banking, digital financial services, manufacturing and government services etc. The results shows a significant intermediate/mediation role of embeddedness between the relationship of dimensions of organizational justice and OCB. Furthermore, dimensions of justice and organizational embeddedness have significant relationship between them. Similarly, there is a significant association between organizational embeddedness and OCB. However, there is no direct relationship that is significant among D.J, P.J and OCB but there is positive relationship between third dimension of justice that is interactional justice and organizational citizenship behaviour.

This research provides a novel view on organizational embeddedness, as we have used the lens of COR to elaborate the psychological path of employee's perception of fairness and extra-role job behaviours. At core, organizational embeddedness promotes in an organization from the support it got from organizational justice, which in turn promotes citizenship behaviours. Deducting from conservation of resources ambit, organizational justice plays a supporting role by providing tangible and non-tangible resources to individuals which accumulates in the



embeddedness including links, fit and sacrifice. These resources motivates an employee to work beyond his/her job requirements in order to gain more resources.

Firstly, the focus was on the relationship between justice dimensions and organizational embeddedness. Results suggests that dimensions of justice including D.J, P.j and I.J are a predictor of organizational embeddedness. Which is in line with COR as justice acts a support & source of resources and replenishes the resources invested by individuals/employees to secure more resources. It was also found that organizational embeddedness is positively related to extra role job behaviours. Even though the main effects of justice dimensions on organizational embeddedness and justice dimensions on organizational citizenship behaviours are important and extend the respective literature areas, the most interesting was that organizational embeddedness mediated the relationship between justice and citizenship behaviours. An abundance of literature shows justice as associated with OCB (Moorman, 1991; Niehoff & Moorman, 1993) but mediation mechanism under COR is our addition in knowledge.

Past researches have encouraged studying cross cultural samples in order to enhance the generalizability of organizational embeddedness literature/construct (Ghosh et al., 2017; Harris et al., 2011; Mallol et al., 2007). The results showed that organizational embeddedness mediates between organizational justice and extra-role job behaviours. While extending the work, of Ramesh and Gelfand (2010) that studied the embeddedness in order to predict and explain turnover in India, Ghosh et al. (2017) studied embeddedness to predict in-role job behaviours. Thus, by studying the association between organizational embeddedness and extra-role job behaviours, we have contributed in the generalizability of cumulative organizational embeddedness knowledge. Furthermore, our study has focused on organizational justice at dimensional level and examined the relative importance to each organizational embeddedness, which helped us to have a closer look at the mechanism between each dimension of organizational justice, embeddedness and organizational citizenship behaviour.

Finally, our study has contributed to extent the literature in a number of ways. First, we found that organizational justice predicts OE. This is vital as it warrant further studies to explore the antecedents of embeddedness (Ghosh et al., 2017; Harris et al., 2011). Second, our significant contribution is that OE mediates the relationship between OJ and OCB. Moreover, we have found the dimensional level association of justice with embeddedness and citizenship behaviour.

Implications for practice

The practical implications of dimensions of justice is quite clear. As justice dimensions are associated with embeddedness, managers need to emphasize the dimension through which they want to promote the embeddedness in the organization. The way, in which employees performs task that are not in their job description, is an area of focus for organization. By allowing employees to get involved in practices that allow them to share their views and feelings, it influences the procedures used to make decisions. Moreover, it is important to involve employee in the process of making outcome standards and making them available to them. It is of vital importance that the process follow the regular feedback. Worker should be provided with a chance to provide their own interpretation of events which includes disagreement with



supervisors where judgment was not according to expectations. There must be decisions that are based on data and represent true picture of events. In order to enhance the accuracy and keeping the process free of biases, it is of vital importance that supervisors are provided with training. This will create a clear and unbiased impression about company's attempts to influence the fit dimension and the sacrifice dimension of organizational embeddedness.

Supervisors can ensure decision or outcomes that are based on equity by executing practices that keep employees well aware of the timing and the criteria for those outcomes. Manager can enhance embeddedness in the organization by taking steps to establish justice that is based on fair working norm and compensation. Managers can promote embeddedness within the organization by just providing the environment to employees.

Future research directions

Our results has opened new avenues for future researches. Firstly, it will be exciting to analyse how dimension of other variables including embeddedness and organizational citizenship behaviours relates to each other. It might be interesting to explore the four dimension dimensional model of justice in these relationships (Colquitt, 2001).

The second avenue for research can be to study in-role job performance in Pakistani sample, hence increasing the generalizability of embeddedness studies. The third avenue of study could be focused on potential moderators. Even though our study has explored the mediation roles for the purpose of explaining the relationship among justice and outcomes, we haven't focused on moderating conditions which can impact the positive impact that justice, future researches could look at potential moderators. Lastly, it could be interesting to explore potential mediators to explain the underlying mechanism of the relationship between justice and extra-role job behaviours.

6. Conclusion

The current research explored the role that organizational embeddedness has in the relationships of organizational justice dimensions and an employee's extra-role job behaviours. It was hypothesized that organization embeddedness explains the mediating mechanism between justice and organizational citizenship behaviour. As literature suggested, conservation of resource theory provides explanation of these relationship (Ghosh et al., 2017; Harris et al., 2011; Kiazad et al., 2015). This study focuses on organizational embeddedness as a state of resource abundance that accumulates for those individuals in an organization who experience organizational justice. This study argues that under the second principle of COR "Resource investment" an individual invests in resources in way that he or she can secure more resources, individuals who are embedded into an occupation, organization or job, should be willing to exhibit more OCB.

As per our results organizational justice is a predictor of organizational embeddedness. Furthermore, organizational embeddedness acts an intervening variable between the relationship of dimensions of justice and organizational citizenship behaviours. Our data set represents a mix of respondents working in various industries including education, banking, digital financial services, government services, media and IT.

As in today's competitive business world, it is a challenge for management to minimise operating and human resource cost. It is possible, when an employee come out of his or her



formal job descriptions and plays a part in the organization by getting involved in things which are not in his or her formal job descriptions. OCB found to have a positive impact on an organization. So, by using the findings of this study, managers can increase extra-role job behaviours in their organization. Our findings provide the key and explanation to OCB. Management have to ensure fairness in their distributive decisions, procedures and interactions with individuals. As employees invests in resources, by seeing fair resource replenishment, they would feel embedded in the organization and invest more in organization by getting involved in extra-role job behaviours.

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EXAMINING THE ROLE OF JOB EMBEDDEDNESS, INNOVATIVE WORK BEHAVIOUR AND PSYCHOLOGICAL CLIMATE TO PREDICT EMPLOYEE JOB PERFORMANCE: A CONCEPTUAL STUDY

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Abstract

The purpose of this study is to predict employee job performance with the help of variables such as job embeddedness, innovative work behaviour and psychological climate. Two components of job embeddedness on-the-job embeddedness and off-the-job-embeddedness are used. Similarly psychological climate has two components support for innovation and resource policy. This study will help organization that how they can increase their employees performance by implementing these variables. These variables have different impact on employee job performance like fully embedded employees will work innovatively and increase their performance. The population of this study is from services sector. Sample for this study is teaching institutions. Data was collected from 250 teachers of different institutions. Data was collected through questionnaire. For data analysis SPSS and Smart PLS is used. By using SPSS software analysis of missing value, demographic analysis, descriptive analysis and total variance analysis is done. Through Smart PLS different test like indicator reliability, composite reliability and average variance extracted are done.

Keywords: Job embeddedness, innovative work behaviour, psychological climate, employee performance

1. Introduction

Now days in determination of employee job performance, job embeddedness, psychological climate and innovative work behaviour of an employee matters a lot. Because there is an enormous competition between organizations that which organization will survive and it is seen that only that organization can survive in this competition who has employees which are very innovative, embedded towards their job and can cope with the climate of the organization. So at time of hiring an employee the organization check the calibre of the employee and the employee also investigate that if this organization can fulfil his/her needs or will he/she be satisfied with the environment of the organization or the organization will trust him/her for the innovative ideas that he/she present.

The purpose of this study is to examine that what factors affect the performance of an employee. What conditions make the employees embedded towards their job; under what circumstances they show their innovative work behaviour and do the psychological climate also has any effect on their performance. These three construct i.e. job embeddedness having two components on-the-job and off-the-job embeddedness, psychological climate and



innovative work behaviour directly or indirectly influence employees' job performance in an organization.

The research objectives are:

1. To establish the impact of Job embeddedness theory (JE) on “Employee job performance”.
2. To establish the impact of Psychological climate on “Employee job performance”.
3. To establish the impact of Innovative work behaviour on “Employee job performance”.

There are three main research questions:

1. What will be the impact of Job embeddedness theory on Employee job performance?
2. How psychological climate can impact Employee job performance?
3. What is the impact of innovative work behaviour on employee job performance?

2. Literature Review

2.1. Job embeddedness:

Emotional attachment of employees with their workplaces are mentioned as on-the-job embeddedness and the surroundings where they live are mentioned as off-the-job embeddedness; collectively known as job embeddedness (Lee, Mitchell, Sablinski, Burton, & Holtom, 2004). Similarly, some past studies shows job embeddedness as a strategy that how can the organization retain its talented employees which are perfect for the job, it also explains that what are the reasons that workers do not leave their job and prefer to stay in the organization and do their job (Ferreira, Martinez, Lamelas, & Rodrigues, 2017; Karatepe, 2013, 2016; Mitchell, Holtom, Lee, Sablinski, & Erez, 2001). ONJE and OFJE these two have benefits in theoretical work and practical work while bearing in mind them separately.

2.2.2. On-the-job embeddedness:

On-the-job embeddedness is correlated with organizational citizenship and job performance of an employee working in an organization (Lee et al., 2004). According to Jiang, Liu, McKay, Lee, and Mitchell (2012) JE theory formerly studied why people stay in the organization rather than leaving it and also mentioned that the other work behaviour are also significantly important. Job embeddedness is also associated with job behaviours, (Lee et al., 2004) stated that “high on the job embeddedness shows (1) a good fit, (2) sacrifices of things which an employee made by quitting, and (3) many links, motivate them to perform well.” So, the enthusiasm to do well at the workstation is measured by the employee feelings, responsibilities and projections. Different studies stated that workers whose embeddedness is high work very efficiently and fulfil their job task well because they fell comfort in the atmosphere of the organization and further they feel it's their obligation and lastly they perform well because they don't want the leave the organization due to the monetary remuneration that are attached with the job that's why the worker made a sacrifice of new job (Ng & Feldman, 2010). The workers whose embeddedness is high they perform very well in extra and in role job (Ng & Feldman, 2010), job embeddedness promotes a strong sense of obligation to donate it to their organization. Hence, we proposed the proposition that:

Proposition 1: On-the-job embeddedness is positively associated with job performance.

2.1.2. Off-the-job embeddedness:

Off the job embeddedness displays individual and communal forces which shake worker resolution of residing in the society (Mitchell et al., 2001). Just like on-the-job, off-the job embeddedness also consist of fits, links and sacrifices. Past study shows that a positive relation between in-role and extra-role performances because workers whose job embeddedness is high



they will not leave their present positions and due to this reason workers become more innovative in their work field (Lee et al., 2004). Similarly, there are other studies that express a positive relationship between job performance and job embeddedness, some reasons that shows a positive relationship between job embeddedness and job performance:

- If the performance of the workers will not meet the scale set by the organization they may have to leave their job that will lead them to move from the society with which they have strong relationship they might lose their community friends
- And, the workers whose embeddedness is also high after the job, they have extra time and energy to perform better on their job. These type of employees have a strong relation and bond with their community and they sometime receive noticeable help in times of household crisis like social and emotional care (Ng & Feldman, 2013; Wheeler, Harris, & Sablynski, 2012). OFJE also prophesies the job performance.

Proposition 2: off-the-Job embeddedness is positively associated with employee job performance.

2.2. Psychological Climate:

One's core value, persona, attitudes, comporment, enthusiasms and mind-set that can influence his/her performance in an organization, known as psychological climate (Hassan, Akram, & Naz, 2012). Pervious study shows link between psychological climate and on the job outcomes such as job satisfaction, job involvement and job performance (James, Hater, Gent, & Bruni, 1978). Past researchers stated that when workers feels that the atmosphere of the organization is very substantial, resourceful and comfortable, then it fills in an ideal condition to encourage their success and performance, which then lead the workers that in which degree they should drive their own energies in their job (Kahn, 1990). The four dimensions of climate model, which are presented by (James, James, & Ashe, 1990) are

- Job pressure and absence of congruity
- Management help and backing
- Work-group teamwork friendliness and warmth
- Job challenge and independence

According to (Budhwar, Biswas, & Varma, 2007; Burke, Borucki, & Kaufman, 2002) the relationship between psychological climate and many work related behaviours and attitudes like job involvement, employee performance, satisfaction, commitments, productivity and efforts are positively associated with one another. Support for innovation consist of supportive advanced and new ways of doing things with verbalized and endorsed support (N. R. Anderson & West, 1998). Similarly, West (1990) stated that support for innovation is the applied support, anticipation and permission of determinations to announce advanced and novel ways of doing things in the work environment. For the process of innovation the organization must have adequate supplies of resources such as time, facilities and equipment; these play a significant role because the supply of these resources is another manifestation of the organizational support for innovation (Amabile, 1988; Scott & Bruce, 1994).

Proposition 3: Psychological climate is positively associated with employee job performance.

2.3. Innovative work behaviours:

Progressions and Products which are appropriate, up-to-date, satisfactory and conceivably profitable for a definite organization and social work known as innovation (N. Anderson, Potočnik, & Zhou, 2014; Hammond, Neff, Farr, Schwall, & Zhao, 2011). The process of innovation in any work place could be creation of new ideas or it may have been developed by



the workers or managers, partners and friends (Rizki, Parashakti, & Saragih, 2019). IWBs are the behavioural set which is associated from the idea generation to creation of support to the idea and then implication of idea (J. De Jong & Den Hartog, 2010). Four dimensions which are used as the base of measurement of innovative work behaviour in any organization are: exploration of opportunity, generation of new ideas, championing and application of the new idea (J. P. De Jong & Den Hartog, 2008; Rizki et al., 2019). Role performance is very noteworthy talent of human capital for organizational effectiveness as the employees are the ones' who inaugurate and execute innovation (Michael, HOU, & FAN, 2011; Yuan & Woodman, 2010). So, as innovative work behaviour pursues employees to take part in generation of new ideas and individual creativities are also connected to worker's performance in the organization, that's why these ideas enables workers to improve their personal job performance as this route make available opportunities to them to generate something new or do developments in the prevailing products or processes (Afsar, Badir, & Khan, 2015; Jiménez-Jiménez & Sanz-Valle, 2011; Zhou & Shalley, 2003). Past studies show there is a positive relationship between innovative work behaviour and performance (Bierly & Chakrabarti, 1996; Schulz & Jobe, 2001; Thornhill, 2006).

Proposition 3: Innovative work behaviour is positively associated with employee job performance.

2.4. Employee job performance:

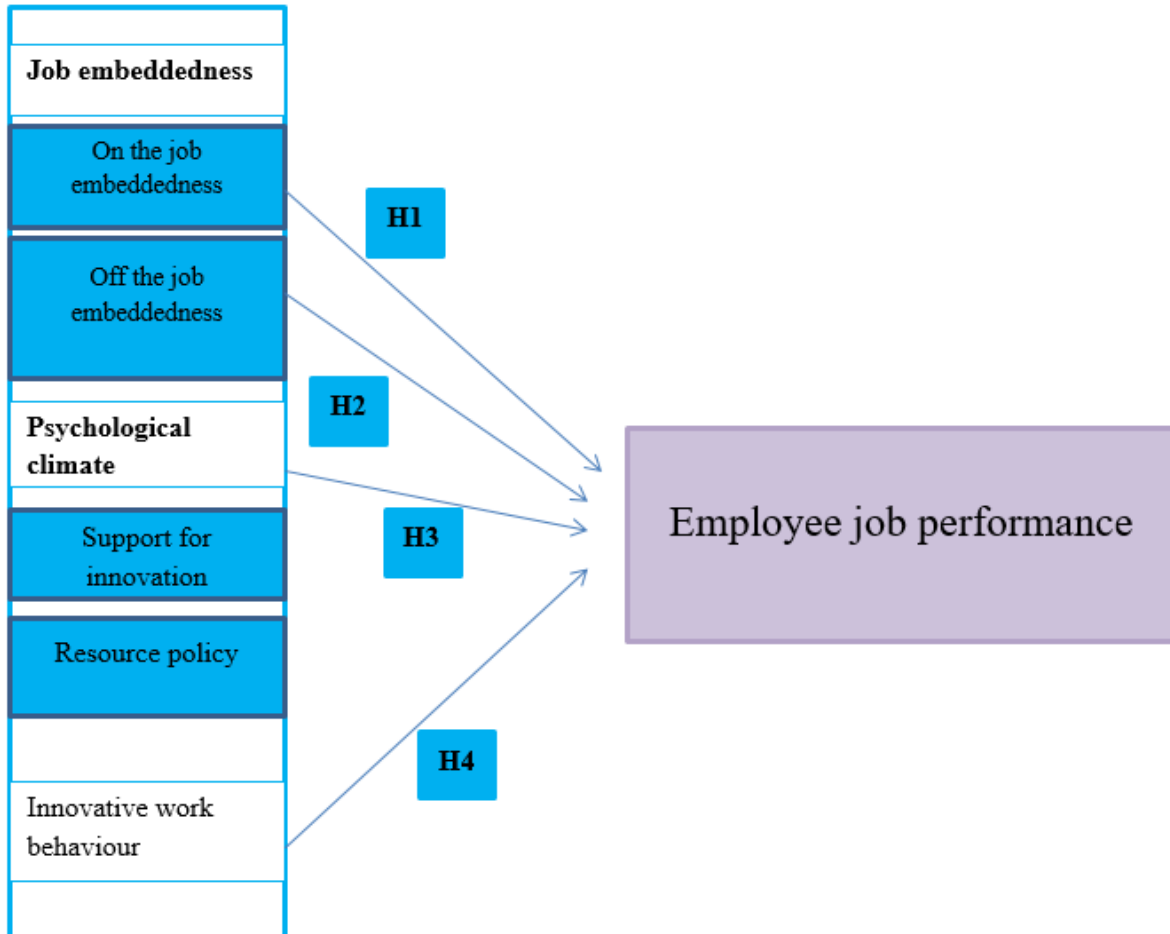
Employee performance of any organization is the most important concern of the management (Kelidbari, Dizgah, & Yusefi, 2011). Job performance is also known as workers' overall performance in accordance with the estimated excellence and achievement of task under the strategy and within the given time that is allocated by the firm (Wu & Lee, 2011). Employee performance is an important factor in building the organization, so, while choosing the factors for the foundation for high performance must be studied critically by the organization for them to be flourish (Abbas & Yaqoob, 2009). Some past researchers defines employee performance as the benchmark or indicator of non-financial and financial outcomes such as salary adjustments, rewards, redundancy, promotions and punishments that has a direct link with the performance of the organization and its achievements. They also explained the factors which play a huge role while determining the employee performance such as working atmosphere, management, team, reimbursement program, confrere relationship, training, career development, procedures and policies and workplace wellbeing as well as employees engagement (Anitha, 2014; Liao, Lu, Huang, & Chiang, 2012). According to Kim and Koo (2017) employee job performance is the combination of firm performance and innovation performance as a whole, in a way those substantial struggles of encouraged, pleased and devoted HR produces new innovative ideas for the new products and services and also improve quality performance, operating performance and end consumer satisfaction. Likewise, in a recent study conducted by Rizki et al. (2019) explained that work performance in quantity and quality work which is accomplished by an employee of an organization who is performing his or her functions and duties in a harmony with the tasks given to him or her performance is also the success level of a person with in a definite time period in which the person done the task.

3. Research model:

The purposed research model has been composed of the variables we have discussed in earlier section. The two components of Job embeddedness such as on the job embeddedness and off the job embeddedness, Psychological climate's two components are support for innovation;



resource policy and innovative work behaviour are taken as independent variables to predict the employee's job performance.



4. Conclusion

On-the-job embeddedness and off-the-job embeddedness is positively associated with employee job performance because workers with high embeddedness will perform very well because they do not want to leave the organization and the neighborhood they are currently living. Psychological climate is also has a positive relation with employee job performance because if the workers feel comfortable in the organization they will use their positive energy to perform well. And lastly, innovative work behavior is also associated with employee job performance because if the employee will not have any fear that organization will blame him/her, if he/she fails to get the expected results while being innovative, then the employee will perform well and will introduce new and innovative products.

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THE ROLE OF DECOMPOSED THEORY OF PLANNED BEHAVIOR (DTPB) IN ADOPTION OF FAMILY TAKAFUL: A CONCEPTUAL FRAMEWORK

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Abstract

The aim of this study is to investigate the role of decomposed theory of planned behaviour towards adoption of family Takaful (Islamic life insurance) in Pakistan. This study uses three independent attributes of DTPB model named as subjective norm, attitude and perceived behavioural control; and one dependent variable i.e. adoption of family Takaful. Furthermore, two components of each independent variables have been included. Religiosity and knowledge positively influence attitude to adopt family Takaful. Word of mouth and Media influence also would have impact on subjective norm. Self-efficacy and Resource facilitating condition has direct relation with perceived behavioural control for the adoption of family Takaful. Numerous studies have been conducted in Pakistan regarding family Takaful but none of the studies applied the decomposed theory of planned behaviour to know the intention of the customers. Future researchers can conduct their research using DTPB in General Takaful rather than family Takaful.

Keywords: Decomposed theory of planned behaviour (DTPB), Family Takaful, Islamic life insurance, Adoption of family Takaful

1. Introduction

Family takaful is being prominent in all over the world as well as in Pakistan. Consequently, it is important to study the adoption of Takaful (Islamic life insurance) through the role of decomposed theory of planned behavior which is discussed in literature review of this study. This theory consists of number of components like subjective norm, attitude and perceived behavioral control. These components are furthermore decomposed, for instance, subjective norm decomposes into two determinants, Word of mouth and Media influence; and perceived behavioral control also decomposes into two determinants, Resource facilitating condition and Self-efficacy. There are twelve (12) variables of this study discussed in literature review. In which, adoption of family takaful is dependent variable; Subjective norm, Attitude and Perceived behavioral control are the three (3) independent variables. And other eight (8) are determinants of these independent variables. Perceived religiosity, Knowledge, Usefulness and Relative advantage are the components of attitude; Media influence and Word of mouth are determinants of Subjective norms; whereas Resource facilitating condition and Self-efficacy are the determinants of Perceived behavioral control. Hypotheses are also developed along with the theoretical framework mentioned at the end of this chapter right before Systematic literature review. The detail of underpinned factors is given in following section that comprises theoretical background/previous work/research related to the variables, which will help to develop hypotheses to test this study



2. Literature Review

2.1. Perceived Religiosity

Religion has been studied repeatedly in different situations and environment settings, for instance, religious association, religious commitment and religious duty or perceived religiosity (Sun, Goh, Fam, & Xue, 2012). Alam, Mohd, and Hisham (2011) stated that religion is considered vital element of tradition as it is the part of the societal concern that significantly impacts individuals' values, behaviors and attitudes at private and public levels. Religiosity or beliefs are believed to be important influencer on people's behavior and attitude (Echchabi & Aziz, 2012). Shabbir (2010) expressed the importance of religion in playing a role by molding knowledge, faiths and attitudes of the people in their lives. There are various religions in the world like Islam, Jewish, Buddhism, Christianity and others have distinct belief and duties. Alam et al. (2011) identified that Islam is the religion that guides people in all matters of life, not only the guidance for specified way of worship (Ibadaat). The holy Quran mentioned clearly the forbidden activities (Haram), for instance, charging interest, speculation and alcoholic beverages.

Souiden and Jabeur (2015) identified that the level of religiosity for every individual of a Muslim country does not based on a specific uniform group, but however Muslims do have various level of faiths or beliefs in Islam or establish a special significance in their lives. Even they believe that Muslims have different level of Islamic faiths, so their attitudes and intentions depend accordingly. A study by Quoquab, Pahlevan, Mohammad, and Thurasamy (2017) highlighted that religion can positively impact on basic standards of advancement and betterment and prevent the use of immoral goods. Takaful is acquired from the basic concept of Islamic insurance which follows and acts in accordance with Islamic Sharia and law. Yazid, Arifin, Hussin, and Daud (2012) reported the determinants of family Takaful that are equivalently as determinants of conventional life insurance in every aspect excluding religion. They mentioned that the need of Takaful in all Muslim nations is significant as Islamic life insurance (Takaful) is accordance with religion. Husin and Ab Rahman (2013) expressed about the Muslims with higher awareness of Islamic teachings and powerful confirmation of Islam with tongue and admit it by heart, is considered as the follower of the Islamic Sharia and law as compared with those Muslims who do not perform Islamic teachings regularly and delicately. They also stated that Muslims who have greater level of religiosity will be highly religious and their behavior and attitude towards adoption of family Takaful is stronger, which shows the advantageous and beneficial acknowledgment with Sharia based goods and services, especially family Takaful products. There is a sufficient proof of religiosity that positively impacts person's intention and attitude (Mukhtar & Butt, 2012; Rahim & Junos, 2012). Alam, Janor, Zanariah, and Ahsan (2012) researched that religiosity positively impacts intention and attitude of consumers in adoption of Islamic home funding. Religiosity has a strong impact on Islamic banking and monetary products and services (Adnan, 2010; Awan & Bukhari, 2011; Marimuthu, Chan, Lim, Low, & Tan, 2010). Therefore, the first proposition has been set forth: Proposition 1: Perceived religiosity significantly influences an attitude towards family takaful adoption.

2.2. Knowledge

Individuals generally established a collection of ideas/perception or knowledge about the goods put up for sale, before deciding to buy goods and services. These collections of ideas are known as preliminary knowledge (Husin & Ab Rahman, 2016b). Ren, Chung, Stoel, and Xu (2011)



further expressed, knowledge regarding the advantages of goods and services is the essential part to build an interest among customers towards buying decision. Matsawali et al. (2012) highlighted lack of knowledge towards Takaful among people, as study conducted in Brunei. It shows unawareness of Takaful as a barrier for the adoption of such insurance. Immense knowledge and pieces of information have a great chance of participation in insurance industry (Wang, Boyd, Pai, Zhang, & Wang, 2011). von Schaeuwen (2014) explained that the attitude of the customers is well defined by subjective knowledge. In other words, knowledge can alter the attitude of the individuals. A study conducted by Ahmed, Soroya, and Malik (2015) on the topic of Takaful, points out knowledge as the essential antecedent for adoption of Takaful. A study carried out by Yin, Wu, Du, and Chen (2010) indicated that knowledge has slight impact on desire to buy products and services. Another study conducted by Jeddi (2010) reported that customers' intention influenced by level of knowledge. Wang et al. (2011) identified knowledge positively influences attitude and intention regarding crop insurance buying in China. Studies revealed that knowledge positively and significantly impacts one's attitude to accept family Takaful products and services (Husin & Ab Rahman, 2016a, 2016b). Following the above, the proposition would be set forth:

Proposition 2: Knowledge has a positive impact on an attitude towards adoption of family takaful

2.3. Usefulness

There are many studies conducted which proved that usefulness positively influences attitude, for instance, Islamic cellular banking (Sun et al., 2012), Bank (credit) cards in Islamic manner (Jamshidi & Hussin, 2016) and Islamic personal finance (Hanudin Amin, Rahman, Sondoh Jr, & Hwa, 2011). They all concluded that usefulness and the intention to adopt various products has a significant relationship. Another study carried out by Maduku (2013) indicated the positive association between attitude regarding online banking and usefulness. Gao, Rohm, Sultan, and Huang (2012) found usefulness has positive impact on consumers' attitude regarding electronic banking. There is another evidence provided by Maduku and Mpinganjira (2012) who showed the positive influence of usefulness and attitude regarding mobile phone banking. Aboelmaged (2010) indicated usefulness of application structure and attitude increase desire to utilize it. Lee, Tsao, and Chang (2015) pointed out the strong relationship between usefulness and attitude towards utilizing life insurers' app services. Therefore, proposition has been proposed:

Proposition 3: Usefulness significantly influences an attitude towards family takaful adoption

2.4. Relative advantage

Relative advantage has proved a positive and influential variable for the acceptance of innovation (Karjaluo, Püschel, Mazzon, & Hernandez, 2010; Liu & Li, 2010). Gallos, Daskalakis, Katharaki, Liaskos, and Mantas (2011) revealed a significant and positive relationship of one's attitude on Electronic Personal Health Record. Solomon, Shamsuddin, and Wahab (2013) indicated relative advantage influences a person's attitude regarding utilizing internet banking. The study carried out by Kaabachi and Obeid (2016) documented a positive association between relative advantage and customer intention (desire) for adoption of Islamic banking in Tunisia. Arts, Frambach, and Bijmolt (2011); Abbas, Nawaz, Ahmad, and Ashraf (2017); Sanni, Ngah, Karim, Abdullah, and Waheed (2013), all the researches have shown influence of relative advantage on adoption behavior. It is stated that relative advantage and attitude has a significant relationship (Hanudin Amin, Abdul-Rahman, & Abdul-Razak,



2013). Echchabi and Ayedh (2015) identified relative advantage significantly and positively impacts consumers' attitude and intention for adoption of Takaful products in Yemen. Echchabi et al. (2015); Ab Rahim and Amin (2011) and Echchabi and Echchabi (2013) indicated that relative advantage directly and positively affects Takaful adoption in their studies. Summarizing from the above, following proposition has been proposed:

Proposition 4: Relative advantage significantly influences an attitude towards family takaful adoption

2.5. Subjective norm

Different researchers have revealed significant and positive association between intention in monetary services environment and subjective norm (Abduh & Abdul Razak, 2012; Saad, Bidin, Idris, & Hussain, 2010; Siang & Weng, 2011). Siang and Weng (2011) reported that subjective norm significantly affect intention. The study was carried out in Malaysia among non-Muslim customers towards products and services of Islamic banks. Saad et al. (2010) highlighted that subjective norm positively influences intention in zakat acceptance of Malaysian business persons. Abduh and Abdul Razak (2012) explored that subjective norm significantly affect behavioral intention. This study conducted in Kuala Lumpur among supervisors, officers and academic community on the acceptance of diminishing partnership house financing. Kim and Karpova (2010) indicated significant and positive relation between subjective norm and buying intention. Olaniyi and Echchabi (2012) showed that subjective norm positively affects intention for the adoption of Islamic banks' products and services. Likewise, H Amin and Chong (2011) documented that subjective norm significantly influences intention for the acceptance of Islamic pawnshop. A research conducted by Maduku (2013) explored positive association of subjective norm with attitude for the acceptance of Internet banking. Hanudin Amin et al. (2013) postulated subjective norm indicates that persons will possibly to choose Islamic house financing products and services if they believe that numerous people in their surroundings have chosen those products. They showed the direct association between acceptance of Islamic house funding and subjective norm. Husin, Ismail, and Ab Rahman (2016) highlighted the results from a study, subjective norm positively and significantly influences intentions for the participation of family Takaful arrangement. Based on such discussion, the study has been developed the next proposition as:

Proposition 5: Subjective norm significantly influences family Takaful adoption

2.6. Word of mouth

Word of mouth directly influences buying decision of products and services (Jalilvand & Samiei, 2012). Husin and Ab Rahman (2013) indicated that blood relatives, peers, religious tutors or nearest and dearest of the customers might have influence on acceptance of Takaful and insurance. The study carried out by Husin et al. (2016) indicated that Word of mouth strongly and positively influences subjective norm for the acceptance family Takaful arrangement. Another study reported by the same authors Husin and Ab Rahman (2016b) found the results that Word of mouth referents have strong impact on individual's subjective norm to adopt Takaful scheme. Following the above, the proposition would be set forth:

Proposition 6: Word of mouth has a direct and positive influence on subjective norm

2.7. Media influence



Sin, Nor, and Al-Agaga (2012) found significant impact of social media on subjective norm for online purchase intention in Malaysia. Media with periodical publicizing is considered as influential element to change customers' traditional insistence and perception, in any case customers' must or must not execute the behavior. The study reported that mass media has positive and significant impact on subjective norm to adopt family Takaful arrangement (Husin et al., 2016). A study carried out in Malaysia proved the positive and direct influence of mass media on customers' subjective norm. They examined consumers' eagerness to accept Takaful services and revealed that consumers acknowledge the influence of media on their subjective norm to accept Takaful services (Ayinde & Echchabi, 2012). An individual may perceive that media through radio or television motivate him to take part in the scheme. The authors revealed media referent positively influence one's subjective norm to adopt Takaful scheme (Husin & Ab Rahman, 2016b). So, following proposition need to be sustained:

Proposition 7: Media has a direct and positive influence on subjective norm

2.8. Perceived behavioural control

In the context of adoption of family Takaful arrangement, when customers feel that they have enough reserves or resources, their ability and authority to act is high and therefore their intentions to adopt increase. Jin and Kang (2011) carried out a research on buying intentions of customers in China regarding United States apparel brands and revealed that PBC is a strong antecedent of buying intentions to adopt services. Muhammad, Leng, Lada, and Ibrahim (2011) showed Perceived behavioral control significantly influence an individual's intentions to execute particular tasks. Alam et al. (2012) pointed out positive and direct association between the intention and PBC to accept Islamic house financing. Husin and Ab Rahman (2016a) documented that Perceived behavioral control strongly and positively affect the intention to adopt Takaful products. Another study conducted by the same authors Husin and Ab Rahman (2016b) postulated that PBC significantly influences the intentions to adopt family Takaful arrangements. Summarizing from the above, following proposition has been proposed:

Proposition 8: Perceived behavioral control significantly influences family Takaful adoption

2.9. Self-efficacy

Self-efficacy significantly impact perceived behavioral control in participation of Islamic banking system in Tunisia (Echchabi & Azouzi, 2015). A study indicated positive and significance impact on perceived behavioral control regarding saving in volitional retirement income (Yusof, Sabri, Rahim, & Jusoh). According to Nasri and Charfeddine (2012), self-efficacy positively impact perceived behavioral control in order to utilize internet banking. A study conducted by AbuShanab, Pearson, and Setterstrom (2010) in Jordan, based on participation of internet banking and reported self-efficacy as significant antecedent to adopt internet banking. A study carried out by Husin and Ab Rahman (2016b) revealed the results that self-efficacy has strong relationship with perceived behavioral control in participation of family Takaful arrangement. Another research undertaken by same authors Husin and Ab Rahman (2016a) reported that self-efficacy impacts one's perceived behavioral control in adoption of Takaful scheme. Hence, the proposition has been set forth:

Proposition 9: Self-efficacy positively influences perceived behavioral control

2.10. Resource facilitating condition



Resource Facilitating Conditions positively influences perceived behavioral control regarding saving in a volitional retirement income (Yusof et al.). AL-Majali and Mat (2010) documented that help from government in delivering the needed resources have direct and strong effect on perceived behavioral control. Husin and Ab Rahman (2016b) found resource facilitation conditions significantly and positively influence perceived behavioral control for acceptance of Takaful. Another study conducted by the same authors Husin and Rahman (2016a) revealed from the results a strong association between perceived behavioral control and resource facilitating conditions to adopt family Takaful arrangement. Following proposition has been proposed based on the above literature:

Proposition 10. Resource facilitating condition positively influences on perceived behavioral control

2.11. Attitude

According to Suki (2010), attitude refers to what level an individual has an advantageous or disadvantageous judgement or estimation of the behavior. Attitude is the key factor to evaluate person's behavior and intention regarding the utilization of products and/or services. There is an attitude theory which points out that more beneficial attitude an individual has regarding a certain products or services, more possibly that individual prefers to accept or purchase that products or services (Ab Rahim & Amin, 2011). It is also reported by Husin and Ab Rahman (2016b) that more beneficial a customer's attitude is regarding specific behavior, more expectedly the customer would like to execute that behavior

2.12. Risk Protection

A research conducted by Aziz, Md Husin, and Hussin (2017a) postulated that people in this world may face many misfortunate incidents and these misfortunate incidents may affect risk of damage and loss. The main aim of insurance is to safeguard over a specific risk against the payment of specific amount of premium. They cited Omer, 2007 who carried out research about life insurance in Nigeria, indicated safeguard of risk is as primary/key factor/element in molding an attitude regarding intentions to use life insurance. Attitudes consist of advantageous or disadvantageous evaluations or judgements and when family Takaful fulfills one's expectations of risk protection, advantageous attitude could be achieved. Takaful as followed by the Shariah guidelines is used as a replacement of conventional life insurance and safeguard of risk is considered as prime purpose of family Takaful can easily influence attitude regarding family Takaful

2.13. Saving

A study conducted by Aziz et al. (2017a) defined Savings as the surplus amount after spending on expenses and daily wants or needs of the persons. These savings could be used as investment through getting any Takaful products and services. They cited Redzuan, Rahman, and Aidid, 2009 who mentioned selection of customers certainly relies upon rate of return presented by distinctive saving tools or systems. Customers prefer to select the best substitutes in context of return and when an insurance product proposes low rate of return, they move to other saving tools or systems. In addition, they also cited Omer, 2007 who carried out a research about life insurance in Nigeria, reported savings as an important element in molding the attitude regarding intentions to accept life insurance in Nigeria.



Hence, customers have strong relationship attitude and adoption of family Takaful when decent savings are there with them

2.14. Return on investment

A study undertaken by Aziz et al. (2017a) discussed Return on investment refers to anticipated yield/earning given the prospective risk linked with the fund/investment. Takaful employers provide distinctive products based on different level of risk and returns that can mold the customers' attitudes to Takaful scheme. They cited Omer, 2007 who mentioned return on investment as the important element of attitude regarding life insurance. Attitude is molded by characteristics of products, keeping in mind products proposed by the family Takaful scheme, yield/return on investment is considered as influential element of attitude regarding intention to accept Takaful scheme.

Arvola, Lähteenmäki, & Tuorila, 1999 as cited in (Aziz et al., 2017a) pointed out that when there are distinctive choices provided to the customers, they would like to choose that with a higher assessment of attitude. Hanudin Amin et al. (2013) and Alam et al. (2012) showed significant and positive relation between attitude and intention to accept Islamic house financing. Studies on Islamic finance has shown strong association between intention and attitude to buy, for instance, acceptance of Islamic personal finance (H Amin & Chong, 2011). There is some other study undertaken by Hanudin Amin, Ghazali, and Supinah (2010), they revealed that attitude plays significant role in choosing personal Islamic finance. Alam et al. (2012) and H Amin and Chong (2011) identified attitude as a forecaster of behavioral intention. Attitude positively and significantly influence person's intention to adopt family Takaful arrangement (Husin & Ab Rahman, 2016b). Hence, this proposition needs to be substantiated: Proposition 11. Attitude significantly influences family Takaful adoption.

2.15. Systematic literature review of the study

For the literature review, more than 170 articles were included at the first instance to complete this study. But later, it was reduced to over 110 articles only due to the requirement of latest data, so other old articles were dropped. The concentration was on the studies carried out after 2010 for the collection of latest informative data helpful for this study. Finally, 120 articles, 2 online websites were made part of this literature and 98 references were quoted out of these 122 studies and 10 studies were added in systematic literature review to show the latest work/study.

Following are the highlights of few latest articles/studies included in systematic literature review:

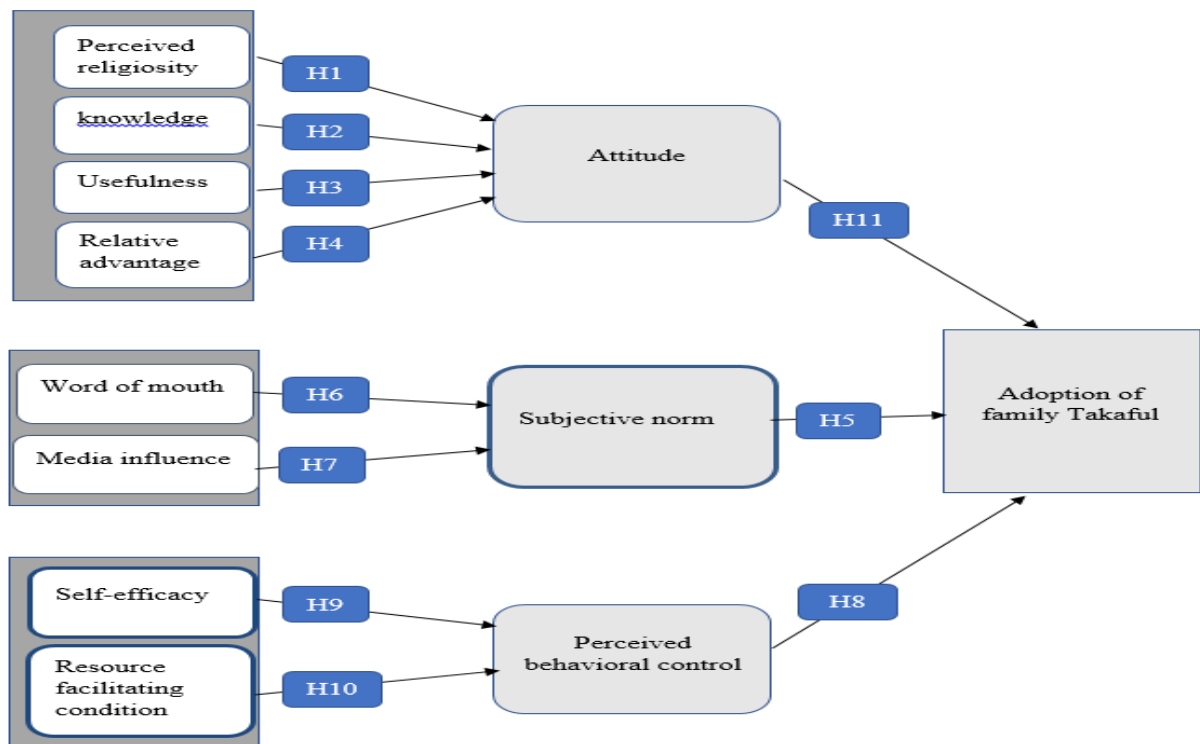
Sr no.	Author(s)	Theory / methods / Sample size / Country	Findings / Recommendations / Limitations
1.	Hassan and Abbas (2019)	Intention to adopt Takaful products (Theory of planned behavior)/ Quantitative/345/Pakistan	The results revealed that all variables have significant influence on behavioral intention to use Takaful products. It is recommended to analyze other factors which could have a great influence on adoption of Takaful. Limitation of this study is the sample size and data gathered

			only from 3 cities; survey should be conducted from other cities as well.
2.	Ali, Raza, Puah, and Amin (2019)	Acceptance of Takaful (Diffusion of innovation theory)/Quantitative/365/ Karachi, Pakistan	The findings of the study reported that complexity does not influence the adoption, but all other variables influence the adoption of Takaful. That shows all hypotheses were supported. Limitations: data collected from Takaful users only; there is geographical limitation as study conducted in Karachi; and the study is limited to few determinants related to DOI framework. So future researchers could use other determinants to extend the existing literature.
3.	Raza, Ahmed, Ali, and Qureshi (2019)	Extension of theory of planned behavior (Takaful adoption)/Quantitative/305/Pakistan	The results of this research found that all variables are strongly influence on Takaful participation except perceived risk. This would help the policymakers and managers to develop strategies to tackle the customers for the adoption of Takaful scheme. The study is limited to purchase intention of Takaful only as it cannot be implemented to conventional insurance. This study can be applied to conventional insurance for future research with some other factors as well.
4.	Aziz, Husin, Hussin, and Afaq (2019)	Intention to purchase family Takaful (Theory of planned behavior)/ Quantitative/224/Pakistan	The findings of this research paper indicated that all the hypotheses were supported expect one antecedent of attitude among three, perceived religiosity which does not influence attitude regarding family Takaful arrangement unless the customers trust on the benefits from such scheme/arrangement. This study proved trust as an important factor for establishing significant attitude regarding adopting Takaful scheme.
5.	Aziz et al. (2017a)	Extension of Decomposed theory of planned behavior /Qualitative/no	The study is an extension of DTPB model as it not only incorporates determinants of attitude fit for the adoption of Takaful, namely risk protection, savings and

		Sample size available/ Malaysia	return on investment but also moderating variables like religiosity, confidence etc. Limitations: the study is based on theoretical work; there must be other variables included in the study, and limited literature on Takaful and behavioral intention.
6.	Aziz, Md Husin, and Hussin (2017b)	Intention to adopt family Takaful/Qualitative/no sample size available/ Malaysia	This research studied several theoretical models in order to adopt family Takaful like Theory of planned behavior (TPB), Innovation diffusion theory (IDT), Theory of reasoned action (TRA), Attitude-social influence-Efficacy model (ASE) and Decomposed theory of planned behavior (DTPB). The study showed the benefits of DTPB model as it includes different determinants which shows the clear picture of the relationships.
7.	Husin and Ab Rahman (2016b)	Decomposed theory of planned behavior/ Quantitative/384/Klang Valley, Malaysia	The DTPB model is used to predict intention of the customers to participate in family Takaful arrangement. Twelve hypotheses found significant out of fifteen. The findings are helpful for the Takaful marketers to implement in their respective organizations. Recommendation involves other factors that may also be included in this model to explain behavioral intention.
8.	Zakaria et al. (2016)	Intention to purchase life insurance (Takaful)/ Quantitative/200/ Terengganu/Malaysia	This study reported that religiosity with other factors influence the intention of Malaysian customers to purchase Takaful. The study suggested insurance companies to propose additional Islamic products to attract other customers as well and focus on small cities/states rather targeting the big cities.
9.	Husin et al. (2016)	Intention to purchase family Takaful/ Quantitative/384/Malaysia	The results of this research pointed out the strong relationship among Subjective norm (SN), the components of SN and the intention for the adoption of family Takaful which shows the great influence

			of word of mouth and mass media on subjective norm to purchase family Takaful. Limitation: Study only focused on family Takaful which cannot be considered for additional Takaful arrangements. The authors recommended to cover other factors to examine intention as this study focused on only two factors.
10.	Husin and Ab Rahman (2016a)	Intend to participate in Takaful (Theory of planned behavior)/ Quantitative/384/Malaysia	The literature review of this study focused on the TPB model in adoption of family Takaful as the same authors used DTPB model in another study. There are few individual elements proposed in this model named as awareness, knowledge and exposure which has significant influence on attitude to adopt Takaful. Therefore, Takaful operators should focus on such factors to communicate to the customers which would mold the behavior towards Takaful.

3. Theoretical Framework



4. Conclusion



Perceived religiosity is the important influencer on individuals to participate in family Takaful or Islamic life insurance. It can be defined as person's belief on his Creator, which is normally described by person's piety and religious zeal. The higher level of his religious zeal and piety are, the greater and powerful faith in Creator will be, so the religiosity will be (Salleh, 2012). Zakaria et al. (2016) explained the terms of piety and religious zeal in such a way; piety can be postulated as a spiritual term which can express purity, righteousness, religious commitment or religiosity whereas religious zeal refers to a person who is committed, devoted, dutiful or passionate about his particular religion. Moschis and Ong (2011) and (Sandıkçı, 2011) explored the powerfulness of religiosity of the customers influence various aspects of their mental, sensual and bodily comfort. According to other researchers De Run, Butt, Fam, and Jong (2010) and Gill, Mand, Biger, and Mathur (2018), persons' behavior, intention, position and attitude are directly affected by perceived religiosity. Muslims have a positive attitude in the adoption of those products which are complied with Islamic financial mechanism and up to the values and standards of Muslims. Hence, it can be said that more the accordance to Islamic Sharia and law, more will be the possibility to adopt Islamic kind of financial mechanism, as well as Takaful (Husin & Ab Rahman, 2016b).

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THE IMPACT OF DIGITAL MARKETING ON CONSUMERS BUYING BEHAVIOR.

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ABSTRACT

Organisations has been invested more on digital marketing (DIM) and engaged globally than ever previously. Organizations invest mostly on digital marketing and engage in this environment than it has ever been. It has been important to recognize the aspects that affect the efficiency of digital marketing. Although some investigators had already discussed these problem, fewer works make assertions with a view to the perspective of the consumer. Moreover, the developing countries' analysis had been fewer then predicted in this respect like PAKISTAN. The work aims to systematically verify the effect of this on the purchasing intentions (CBI) of customers by examining PAKISTANI company involved in digital marketing (DIM). The main aim of this research has to understand the impact of DIGITAL MARKETING (DIM) on customers purchasing intentions (CBI) and analysis customers trust, toleration and experiments of the complicated purchases. This research indicates that businesses must concentrate on consumer participation and web engagement to satisfy the customers' needs. The survey approach for this study has been used, as the questionnaires would be circulated to obtain information from the audience on the effect of digital marketing (DIM) on consumer purchase intentions (CBI). The interviews would then take place to determine more results. The published articles from numerous scholars would also be used mainly in analysis. In addition, IBM SPSS statistical applications would analyze the data for this analysis. Through this Cronbach Alpha study, Regressions analysis for Independent variables (IV), Correlation has been identified with the SPSS software for this research for dependent (DV) and independent (IV) as well as descriptive analysis (DA). This investigation intends to fix the problems in the papers. This research also has been developed the digital marketing (DIM) process to forecast customer purchasing intentions (CBI) in the much operational and far less complicated manner.

Keywords: Digital marketing (DIM), Consumer buying intentions (CBI), Customer trust (CT), Tolerance.

1. INTRODUCTION

Comprehension of customer behavior is crucial in terms of marketing performance in digital marketing, as consumers have used internet and socialization instruments (Vinerean, Cetina, Dumitrescu, & Tichindelean, 2013). The action of the customer buys depends on awareness and brand orientation. Brand recognition is also combined with strong sense of brand and devotion with a better brands reputation that positively affects customers and is portion of their purchasing behavior (Vinerean et al., 2013). Customer purchasing behaviors are how people,



companies and associations choose goods, services, experiences, and ideas to fulfil their needs and expectations, purchase and make use of them (Madni, 2014).

In short, digital marketing is a form of online marketing and conventional marketing when it's offline. This digital publicity provides all kinds of web marketing, but concentrates on digital advertising. There can be a range of sources to advertise the goods and services of a company, including blogs, mobile devices, instant messaging, and text messaging. Digital marketing involves different assets and strategies, such as digital advertisement online branding, online brochures, e-mail marketing, etc.

The markets have the skills to help and impact their ultimate priorities to optimise the potential of digital marketing (Ahmed, 2020). Chaffey (2011) notes that social media Marketing “encourages consumers contacts on or through its own website.” Social media marketing is an important technology in digital marketing because businesses can use social media type to share their message to their target audience without paying for conventional marketing features of the publisher or distributor. The words “inline-marketing” or “internet marketing” are both identical, whether by means of blogs, online advertisements, opt-in emails, interactive kiosk, sessions interactive TV or smartphones (Dahiya & Gayatri, 2018)

1.1. Aims and Objectives

The main aim of this study is to be examining the effect of digital marketing (DIM) channel on the consumers buying intentions (CBI) and commitment to brands between generation y and generation z in PAKISTAN

1.2. Research Objectives

1. The primary objective of this paper is to identify the Impact of digital marketing (DIM) on customer buying intentions (CBI)
2. To explain the terms digital marketing (DIM) and consumer buying intentions (CBI).
3. To conduct a literature review on the subject of digital marketing (DIM) on consumer buying intentions (CBI).
4. To carry out a main research with the help of Questionnaires and Interviews on the impact of digital marketing (DIM) on consumer buying intentions (CBI).

1.3. Research Questions

1. What describes digital marketing (DIM) and why do businesses use digital marketing (DIM)?
2. Is digital marketing (DIM) helping the customers to select the right product and how does digital marketing (DIM) influence the actions of consumers?
3. What is the organization's strongest marketplace for social media to get more customers?
4. Is the use of digital networking for advertisement efficient and comprehensive

1.4. Research Significance

This study is beneficial for the corporations whose productiveness, profitability and efficiency has been tormented by the differences in lifestyle. More completely, this research intends to find out/discover the positive and negative impact of digital marketing (DIM) on consumer purchasing intentions (CBI)



2. LITERATURE REVIEW

For any form of study, the theoretical context is very necessary. A research study may not be of high quality without a reasonable hypothesis. Social media marketing (SMM) has been formed of content media advertising that could also be described as products and facilities commercialisation. Although we have seen over modern times the importance of digital media platforms has expanded worldwide. Social Networking platforms (SNP) has been provided companies with the ability to communicate with future and established customers and to establish positive connections with the user, which lead to a good customer engagement. The study is intended to explain the connection among digital marketing (DIM) and customer buying intentions (CBI). Several other variables play a key role in preparing customers for improvement. The study have also included certain variables such as brand awareness, trust, cultural value and cost-efficient to evaluate the position that they have here between the two or more variables.

2.1. Digital Marketing

Social networking marketing (SNM) is an integral component of digital marketing (DIM) and could be defined as product and service marketing. The popularity of digital sites and networks have been growing on a global level, what we're seeing in recent times(Kucuk & Krishnamurthy, 2007). Examples: from its beginning in 2004, Facebook has reportedly had over one billion users. Social networks are proceeding in more and more of the time consumed online. Users often exchange information about the product or service using various online formats, such as blogs, you tubes, myspace, Instagram and Facebook, but rather to access others customers deemed a somewhat trustworthy communication channel(Kozinets, 2002).

2.2. Consumer Buying Behavior

Consumers often prefer to engage in connection activities in order to make their decisions more effective, reduce processing of information, achieve greater cognitive coherence of their choices and Mitigate expected threat related to later decisions (Sheth & Parvatiyar, 2001). While transfers have been able to succeed, any customer starts feeling secure with its network operator or distributor (Ravald & Grönroos, 1996).

General models of purchasing behavior in the field of consumer behaviors research describe the process which consumers use to make purchasing choices. The digital purchasing atmosphere enables customers to minimize about there preferences by providing a wide variety of goods, screenings of information, reliability and comparisons of products (Alba et al., 1997). As the Internet offers choices of monitored and examined data, the expense of location information and the purchasing initiative would most likely be minimized by the customers.

2.2.1. Brand Awerness and Consumer Buyinnng Behvior

Awareness about brands is a very big factor. The greater the consumer's knowledge of the brand, the more he would be drawn to this brand, and his knowledge about its price, quality etc. with age, the level of loyalty increases. Family is the comparison community with the most influence. The more interactive users, including the Facebook, are influenced by the peers. consumers who are more aware of status are more apparent than consumers who are not aware of their status. All the variables are statistically important, according to the report. Finally, the



branding has an effect on customer behavior in relation to the multiple dependent and independent variables.

Proposition 1: Brand awareness (BA) have an influential impact on customer purchasing intentions (CBI).

2.2.2. Culture Value and Consumer Buying Behavior

Pakistan is largely divided into four cultures (Sindhi, Punjabi, Pashtoon and Baloch) and has found that, when we speak about Pakistan, Hakim and Aziz (1998) there are great variations from ethnic values to languages and way of life is different and even moral standards are different, and Pakistan's society has also been found more collectivist. Traditional lifestyle values shift and are shifting westward in relation to the expectations and attitudes of the people living in India.

However, several other variables also influence the purchase behavior of the impulses. One of those factors helping people to determine an impulse purchase and discover the impetus are also a factor under a research led by Jeffrey and Hodge (2007) the purchase is optimistic for the proportion on the platform invested. He has been established the influence of the stockpile on the purchasing intentions (CBI) for customers. He had said a store has been one of the main causes of a variety of effects on impulses.

Proposition 2: cultural value (CV) have an influential impact on customer purchasing intentions (CBI).

2.2.3. Cost Efficient and Consumer Buying Behavior

The understanding of prices influences the decision of customer to buy a product greatly. The perceived price defines commodity awareness and gives a basic meaning to customers (Kotler & Keller, 2016). Price levels therefore play a major role in purchasing decisions, especially for goods sometimes sold, and in return influence the supported store, products and brands (Dudu & Agwu, 2014). When evaluating the benefits that they want from the purchase of goods or services they pay for (Al-Mamun and Rahman, 2014), consumers are very fair.

Proposition 3: cost efficiency (CE) have an influential impact on customer purchasing intentions (CBI).

2.2.4 Trust and Consumer Buying Behavior

A confidence propensity is commonly available for confidence (Bianchi & Andrews, 2012; Sasu & Ichim, 2017). It is assumed that Trust behaviors influence both the trust and the desire of online sellers to engage in trust-based online intentions (Bianchi & Andrews, 2012). The conception includes the conception of humanity and general confidence in others rather than the emphasis on particular problems faced by internet seller (Bianchi & Andrews, 2012; Sasu & Ichim, 2017). The tendency to trust is discussed in Cheung and Lee (2001), indicating that it is an individual trait dependent both on experience and on the cultural climate. They claim that people who can believe it is better than those who find it not easy to buy in the online world.

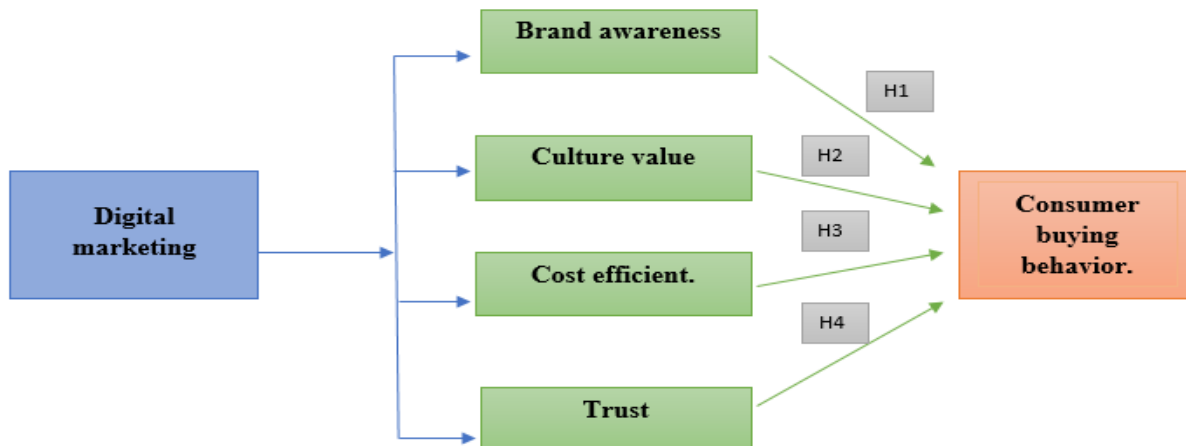
Proposition 4: trust (T) has an influential impact on customer purchasing intentions (CBI).

3. RESEARCH MODEL

The research model was made up of the variables we discussed in the previous section. The four components such as brand awareness, cultural value, cost efficiency and trust are taken as



mediators. Digital marketing and social media marketing are taken as independent variables (IV). while consumer buying behavior is taken as dependent variable (DV).



4. Conclusion

The whole research explicitly demonstrates that the advertising of a product has had a huge effect on the customer purchase intentions (CBI) and that knowledge amongst individuals is quite beneficial. A successful and insightful ad could make a difference in the minds of customers. In addition, users do not really purchase the products with about their feelings, they are buying the products after getting the right information of this commodity.

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Vinerean, S., Cetina, I., Dumitrescu, L., and Tichindelean, M. (2013). The effects of social media marketing on online consumer behaviour. *International journal of business and management*, 8(14), pp. 66.



WHAT ARE OUTCOMES OF SOCIAL MEDIA MARKETING AND HOW ARE THEY RELATED?

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ABSTRACT

The objective of the study is to evaluate the outcomes of Social Media marketing. The overall design of the study consists of the survey to relevant literature, primary data and analysis. This study is based on the data of expert's opinion and uses structural methodology (Interpretive Structural Modeling in combination with MICMAC). The result of the study will evaluate the key outcomes of social media marketing. It is interesting study build on original data set. It's useful for Corporate sector, International Community, Customers, Government and Social Media Community.

Keywords: Social Media Marketing, ISM, MICMAC

1. INTRODUCTION

Social media marketing is a process that enables the persons to promote their websites, products or services through online social channels and to share with other people channel. Despite what some of the more luddite amongst others may wish, social media is a passing fad. Agbaimoni, O., & Bullock, L. (2013). Social media serves as a relatively cheap platform for organization to apply marketing campaigns. Social media marketing provides with a way to connect with customers. Paquette, H. (2013). The extension of social media has developed a need for platforms to evolve with consumer's demands for something new and delightful. With the passage of times there have been many connections that have been reduced the plan to implement changes or unable to use their platform to demands of consumers. The comprehensive detail of outcomes of social media marketing have not described. Therefore, it has become to imperative to find out the outcomes of social media marketing. Following are the objectives of the study:

- To make the hierarchy and develop a structural model
- To evaluate driving-dependence power of outcomes for more insight.
- To find which outcomes are co-related with each other's

The list of outcomes have been taken from literature review and Expert's opinion and researcher' opinion. Since, this study is based on 14 outcomes which is an ideal range for ISM (Sushil, 2017) hence, it is the most suitable methodology. Therefore, remaining part of the study is divided into literature review, solution methodology, results & discussion and conclusion, Methodology used.



2. LITERATURE REVIEW

There are a lot of studies which were conducted which used modern search engine to explore leading research data basis such as Taylor & Francis, Wiley Blackwell, Emerald, Springer and Science Direct, etc. a lot of research was conducted on social media marketing. The researches conducted by Borawska, A., Borawski, M., Biercewicz, K., Łatuszyńska, M., & Duda, J. (2020) shows the linkage between sales and social media marketing. Achen, R. M. (2017) explained social media marketing as viable and profitable strategy that fits into broader theory of relationship marketing. Miller, A. S. (2013) emphasized that social media is not a comprehensive approach as the selected organizations and entities were chosen on the basis of how much they trend. This study explains how social media's use effects the health. Mathur, M. (2019) explained that Organizations are emphasizing on developing social media capabilities to avail leverage benefits of social media marketing. This is especially critical when business focus on consumer information to develop customized offerings, and improve segmentation and target functions of marketing. Mathur, M. (2019). Yang, X., & Wang, D. (2015) has focused on DMOs' social media marketing strategies which should be developed to measure the effect of social media marketing on performance of DMOs, which is critical to identify problems and make improvements. Further, studies can be designed to identify the factors such as Organizational factors such as budget, leaders, and organizational structures which can influence the social media marketing strategies and performance of DMOs and hence can suggest better ways of improvement.. Hu, M. Chen, J. Chen, Q. & He, W. (2020). has asserted on social media brand mentions and proposing a novel perspective that there may be many nuanced forms of user-generated social media behavior such as the distinction between direct and indirect brand mentions. As social media transforms how consumers share information and interact with brands (Lamberton & Stephen, 2016), identifying and understanding novel user-generated, brand-related activities on social media will better prepare brands for continued success in today's complex world of modern marketing. No one has explained the outcomes of social media marketing. The list of outcomes based on the literature review and expert's opinion and researcher's opinion has been formulated as Table 1

Table 1: List of Outcomes of social media marketing

Sr.	Outcome	Sr	Outcome
1	Cost Saving	15	Diversion of attention
2	Increase in sales	16	waste of time
3	No need of physical displaying of Products	17	Complicated Internet based Procedure
4	Boundary-less-ness	18	Not Easy to mitigate mistake
5	Saving of Natural resources	19	High cost
6	Growth of virtual communities	20	Data Noise
7	Versatility	21	Lack of Trust
8	Immediate communication	22	Problematic to measure Social media ROI
9	Focus on customer Value	23	Effects on Health
10	Highly Customized transaction	24	Unintentional Disclosure of Confidential Information
11	Increase Traffic	25	Reduced Face-to-Face Communication
12	First hand customer feedback	26	Need to engaged and active
13	Time saving		
14	Gain Marketplace insight		

In order to move on a study of outcomes of social media marketing the outcomes from the experts has verified (experts in marketing this case). Therefore, to pick out the stakeholders and



to find a panel of experts has become an important phase of the study. The researchers has identified the stakeholders and consider: government, customers, business community, academia are major stakeholders. The panel of 11 experts has been selected and these outcomes have verified by these experts Table 2.

Table2: Profile of Panel of Experts

Sr.	Designation	Experience	Affiliation
1	Professor	Above 15 Years	UET Lahore
2	Asst. Professor	Above 10 Years	Comsats University Lahore
3	Senior Commercial Manager Marketing	Above 7 Years	Daraz.Pk
4	Director Sales & Marketing	Above 10 Years	Regal Automobile Industries Limited
5	Member	Above 20 Years	Chamber of Commerce
6	Member	Above 20 Years	Chamber of Commerce
7	Senior Vendor Manager	Above 7 Years	Yayvo.com
8	Director Sales & Marketing	Above 7 Years	Eiffel Industries limited
9	General Manger	Above 10 Years	Eiffel Industries limited
10	General Manger	Above 12 Years	Regal Automobile Industries Limited
11	Customer	Above 8 Years	Online Purchaser

Semi-structured interviews were conducted with experts in order to draw the relevant outcomes from the initial list of outcomes. In this regard, the list of twenty six factors was presented to eleven experts (Table 2) but only fourteen factors could attain the vote of majority, the outcomes which have been selected from further investigation have been marked grey/italicized in Table 3.



Table 3: Approval of Outcomes by Experts

Sr. #	Barriers	Experts											Sum
		1	2	3	4	5	6	7	8	9	10	11	
1	Cost Saving	√	√	√	√	√	√	√	√	√	√	√	11
2	Increase in sales	√	√	√	√	√	√	√	√	X	√	√	11
3	No need of physical displaying of Products	√	√	x	x	x	√	x	x	X	√	x	4
4	Boundary-less-ness	√	√	√	x	√	√	√	√	√	√	√	10
5	Saving of Natural resources	√	√	x	√	√	√	x	x	√	√	x	7
6	Growth of virtual communities	√	√	√	x	√	√	√	√	√	√	√	10
7	Versatility	√	x	x	x	√	X	x	√	√	√	√	6
8	Immediate communication	X	x	√	√	√	√	√	√	√	√	x	8
9	Focus on customer Value	√	√	x	√	√	X	x	x	√	x	x	5
10	Highly Customized transaction	√	√	x	√	x	X	√	√	√	x	√	7
11	Increase Traffic	X	x	√	√	√	√	√	√	√	√	x	8
12	First hand customer feedback	√	√	√	√	√	X	√	√	√	√	√	10
13	Time saving	√	√	x	x	x	X	√	√	X	x	√	5
14	Gain Marketplace insight	√	√	x	x	x	X	√	√	X	x	√	5
15	Diversion of attention	X	x	x	x	x	√	x	x	X	√	x	2
16	waste of time	X	x	√	x	x	X	x	x	√	x	√	3
17	Complicated Internet based Procedure	X	x	x	x	x	x	x	x	X	x	x	0
18	Not Easy to mitigate mistake	X	x	√	√	√	X	x	√	X	√	x	5
19	High cost	√	x	x	x	x	√	x	√	X	√	x	4
20	Data Noise	√	x	x	x	x	√	x	x	X	x	√	3
21	Lack of Trust	√	√	x	√	√	√	x	√	√	√	√	9
22	Problematic to measure Social media ROI	√	√	x	√	√	√	x	√	√	√	√	9
23	Effects on Health	X	x	x	x	x	x	x	x	X	x	√	1
24	Unintentional Disclosure of Confidential Information	√	√	x	√	x	√	x	√	X	√	√	7
25	Reduced Face-to-Face Communication	√	√	√	√	√	√	√	√	√	√	√	11
26	Need to engaged and active	√	x	√	x	x	x	√	x	X	√	x	5

Hence, 14 outcomes have verifies by experts which are shown in above table.

3. METHODOLOGICAL CHOICES TO INVESTIGATE OUTCOMES

There is a wide variety of methods used in researches in the area of social media marketing like multiple regression analysis, structural equation modeling, importance-performance-analyses, TOPSIS, AHP, ANP, etc. Wide range of researchers used ISM, TISM, modified TISM, MICMAC analysis, in combination with different methodologies. Tseng et al. (2018) employed ISM technique on four set of aspects which include 24 attributes to ranked and assess the inter-relationships among them. Therefore, this study opted a modern solution methodology of ISM.

3.1. Solution Methodology

The methodological choices were considered and ISM was opted to embark on this study. ISM is applied in a wide variety of areas on this type of problems (Sushil, 2017; Warfield, 1973 & 1974). Classical procedure of ISM has been applied as follows.

Following rules have been used for questionnaire, SSIM and reachability: Establishing the contextual relationship between factors

Rules for questionnaire/SSIM:	$V: i \rightarrow j$	$A: i \leftarrow j$	$X: i \leftrightarrow j$	$O: i \nleftrightarrow j$
Rules for reachability matrix:				
for $i-j$ entry	1	0	1	0
for $j-i$ entry	0	1	1	0



Sr. #	OUTCOMES	1	2	3	4	5	6	7	8	9	10	11	12	13	14
		Cost Saving	Increase in sales	Boundarilessness	Saving of Natural resources	Growth of virtual communities	Versatility	Immediate communication	Highly Customized transaction	Increase Traffic	First hand customer feedback	Lack of Trust	Problematic to measure Social media ROI	Unintentional Disclosure of Confidential Information	Reduced Face-to-Face Communication
1	Cost Saving	V	V	X	O	X	X	A	X	X	A	O	O	A	
2	Increase in sales		X	A	X	X	A	X	X	A	X	V	V	X	
3	Boundarilessness			V	X	A	V	O	X	A	V	A	V	V	
4	Saving of Natural resources				O	A	V	O	A	O	O	O	O	A	
5	Growth of virtual communities					A	V	V	X	A	A	O	O	A	
6	Versatility						A	A	V	O	O	O	O	V	
7	Immediate communication							X	V	X	V	O	A	O	
8	Highly Customized transaction								X	A	A	A	O	O	
9	Increase Traffic									A	O	A	A	O	
10	First hand customer feedback										X	A	O	A	
11	Lack of Trust											O	A	O	
12	Problematic to measure Social media ROI												O	O	
13	Unintentional Disclosure of Confidential Information													O	
14	Reduced Face-to-Face Communication														

SSIM was constructed through development of approval voting sheet in MS Excel using the rule minority gives way to majority (Abdullah & Siraj, 2014; Cai & Xia, 2018; Dhochak & Sharma, 2016). Then, it was converted into reachability matrix by converting symbols (i.e. V, O, A, X) into binary codes (i.e. 0, 1) by using rules aforementioned. Therefore, initial reachability matrix looks like Table 5.

Sr. #	OUTCOMES	1	2	3	4	5	6	7	8	9	10	11	12	13	14
		Cost Saving	Increase in sales	Boundarilessness	Saving of Natural resources	Growth of virtual communities	Versatility	Immediate communication	Highly Customized transaction	Increase Traffic	First hand customer feedback	Lack of Trust	Problematic to measure Social media ROI	Unintentional Disclosure of Confidential Information	Reduced Face-to-Face Communication
1	Cost Saving	1	1	1	1	0	1	1	0	1	1	0	0	0	0
2	Increase in sales	0	1	1	0	1	1	0	0	1	0	1	1	1	1
3	Boundarilessness	0	1	1	1	1	0	1	0	1	0	1	0	1	1
4	Saving of Natural resources	1	1	0	1	0	0	1	0	0	0	0	0	0	0
5	Growth of virtual communities	0	1	1	0	1	0	1	1	1	0	0	0	0	0
6	Versatility	1	1	1	1	1	1	0	0	1	0	0	0	0	1
7	Immediate communication	1	1	0	0	0	1	1	1	1	1	1	0	0	0
8	Highly Customized transaction	1	1	0	0	0	1	1	1	1	0	0	0	0	0
9	Increase Traffic	1	1	1	1	1	0	0	1	1	0	0	0	0	0
10	First hand customer feedback	1	1	1	0	1	0	1	1	1	1	1	0	0	0
11	Lack of Trust	0	1	0	0	1	0	0	1	0	1	1	0	0	0
12	Problematic to measure Social media ROI	0	0	1	0	0	0	0	1	1	1	0	1	0	0
13	Unintentional Disclosure of Confidential Information	0	0	0	0	0	0	1	0	1	0	1	0	1	0
14	Reduced Face-to-Face Communication	1	1	0	1	1	0	0	0	0	1	0	0	0	1



Above $n \times n$ matrix has three parts i.e. $i-j$, $i-i$ and $j-i$. In which $i-j$ is empirical data, $i-i$ diagonal 0s or 1s are logical formal truth data and $j-i$ is inferential data. In this way, the initial reachability matrix in form of binary matrices was constructed. Transitive relations like $a=b$, $b=c$ then necessarily $a=c$ were formally checked by using MS Excel and replaced some of the 0s with 1* and reconstructed reachability matrix under name and style of final reachability matrix Table 6.

Sr. #	OUTCOMES	1	2	3	4	5	6	7	8	9	10	11	12	13	14	DRIVING POWER
		Cost Saving	Increase in sales	Boundarilessness	Saving of Natural resources	Growth of virtual communities	Versatility	Immediate communication	Highly Customized transaction	Increase Traffic	First hand customer feedback	Lack of Trust	Problematic to measure Social media ROI	Unintentional Disclosure of Confidential Information	Reduced Face-to-Face Communication	
1	Cost Saving	1	1	1	1	1*	1	1	1*	1	1	1*	1*	1*	1*	14
2	Increase in sales	1*	1	1	1*	1	1	1*	1*	1	1*	1	1	1	1*	14
3	Boundarilessness	1*	1	1	1	1	1*	1	1*	1	1*	1	1*	1	1	14
4	Saving of Natural resources	1	1	1*	1	1*	1*	1	1*	1*	1*	1*	1*	1*	0	13
5	Growth of virtual communities	1*	1	1	1*	1	1*	1	1	1	1*	1*	1*	1*	1*	14
6	Versatility	1	1	1	1	1	1	1*	1*	1	1*	1*	1*	1*	1	14
7	Immediate communication	1	1	1*	1*	1*	1	1	1	1	1	1	1*	1*	1*	14
8	Highly Customized transaction	1	1	1*	1*	1*	1	1	1	1	1*	1*	1*	1*	1*	14
9	Increase Traffic	1	1	1	1	1	1*	1*	1	1	1*	1*	1*	1*	1*	14
10	First hand customer feedback	1	1	1	1*	1	1*	1	1	1	1	1	1*	1*	1*	14
11	Lack of Trust	1*	1	1*	0	1	1*	1*	1	1*	1	1	1*	1*	0	12
12	Problematic to measure Social media ROI	1*	1*	1	1*	1*	1*	1*	1	1	1	1*	1	0	0	12
13	Unintentional Disclosure of Confidential Information	1*	1*	1	1*	1*	1*	1	1*	1	1*	1	0	1	0	12
14	Reduced Face-to-Face Communication	1	1	1*	1	1	1*	1*	1*	1*	1	1*	1*	1*	1	14
DEPENDANCE POWER		14	14	14	13	14	14	14	14	14	14	14	13	13	10	

The final reachability matrix contains one additional column (titled as driving power) and one additional row (titled as dependence power) that contain number of 1s in columns and rows respectively. Driving and dependence power will subsequently be used for MICMAC analysis. The reachability matrix was converted into conical matrix and digraph which being optional (Sushil, 2012) have not been reported here. On the basis of final reachability matrix and using the partitioning method of binary matrices iterations have been performed in order to determine the levels of the mode I Table 7.

	REACHABILITY	ANTEDECENT	INTERSECTION	
	ITERATION I			
1	1,2,3,4,5,6,7,8,9,10,11,12,13,14	1,2,3,4,5,6,7,8,9,10,11,12,13,14	1,2,3,4,5,6,7,8,9,10,11,12,13,14	I
2	1,2,3,4,5,6,7,8,9,10,11,12,13,14	1,2,3,4,5,6,7,8,9,10,11,12,13,14	1,2,3,4,5,6,7,8,9,10,11,12,13,14	I
3	1,2,3,4,5,6,7,8,9,10,11,12,13,14	1,2,3,4,5,6,7,8,9,10,11,12,13,14	1,2,3,4,5,6,7,8,9,10,11,12,13,14	I
4	1,2,3,4,5,6,7,8,9,10,11,12,13	1,2,3,4,5,6,7,8,9,10,12,13,14	1,2,3,4,5,6,7,8,9,10,12,13	
5	1,2,3,4,5,6,7,8,9,10,11,12,13,14	1,2,3,4,5,6,7,8,9,10,11,12,13,14	1,2,3,4,5,6,7,8,9,10,12,13,14	
6	1,2,3,4,5,6,7,8,9,10,11,12,13,14	1,2,3,4,5,6,7,8,9,10,11,12,13,14	1,2,3,4,5,6,7,8,9,10,11,12,13,14	I
7	1,2,3,4,5,6,7,8,9,10,11,12,13,14	1,2,3,4,5,6,7,8,9,10,11,12,13,14	1,2,3,4,5,6,7,8,9,10,11,12,13,14	I
8	1,2,3,4,5,6,7,8,9,10,11,12,13,14	1,2,3,4,5,6,7,8,9,10,11,12,13,14	1,2,3,4,5,6,7,8,9,10,11,12,13,14	I
9	1,2,3,4,5,6,7,8,9,10,11,12,13,14	1,2,3,4,5,6,7,8,9,10,11,12,13,14	1,2,3,4,5,6,7,8,9,10,11,12,13,14	I
10	1,2,3,4,5,6,7,8,9,10,11,12,13,14	1,2,3,4,5,6,7,8,9,10,11,12,13,14	1,2,3,4,5,6,7,8,9,10,11,12,13,14	I
11	1,2,3,5,6,7,8,9,10,11,12,13	1,2,3,4,5,6,7,8,9,10,11,12,13,14	1,2,3,5,6,7,8,9,10,11,12,13	



12	1,2,3,4,5,6,7,8,9,10,11,12	1,2,3,4,5,6,7,8,9,10,11,12,14	1,2,3,4,5,6,7,8,9,10,11,12
13	1,2,3,4,5,6,7,8,9,10,11,13	1,2,3,4,5,6,7,8,9,10,11,13,14	1,2,3,4,5,6,7,8,9,10,11,13
14	1,2,3,4,5,6,7,8,9,10,11,12,13,14	1,2,3,5,6,7,8,9,10,14	1,2,3,5,6,7,8,9,10,14

ITERATION II

4	4,5,11,12,13	4,5,12,13,14	4,5,12,13	
5	4,5,11,12,13,14	4,5,11,12,13,14	4,5,12,13,14	
11	5,11,12,13	4,5,11,12,13,14	5,11,12,13	II
12	4,5,11,12	4,5,11,12,14	4,5,11,12	II
13	4,5,11,13	4,5,11,13,14	4,5,11,13	II
14	4,5,11,12,13,14	5,14	5,14	

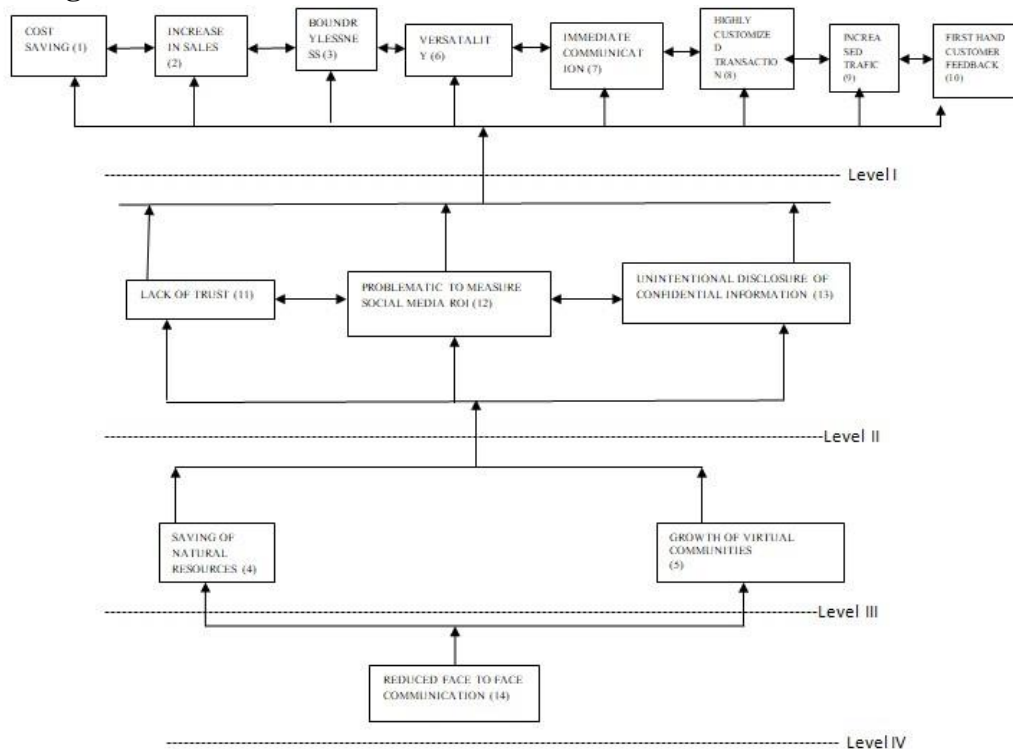
ITERATION III

4	4,5,	4,5,14	4,5,	II I
5	4,5,14	4,5,14	4,5,14	II I
14	4,5,14	5,14	5,14	

ITERATION IV

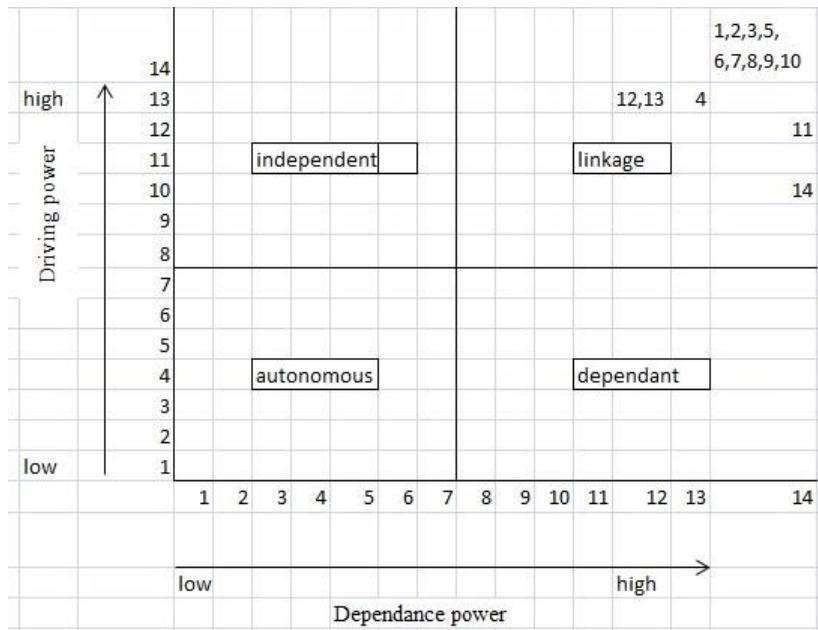
14	14	14	14	I V
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3.4. Building ISM Model



3.5. MICMAC Analysis





4. ANALYSIS, RESULTS AND DISCUSSION

Social Media marketing is very important in economies. Due to social media marketing company’s sale increases rapidly. The outcomes of social media marketing are determined by using two special structural methodologies i.e. ISM and MICMAC analysis. That provides understanding of complex interrelationships among outcomes of social media marketing. Summarized results are presented as Table 8.

Table 8: Summary Results of Literature, MICMAC and ISM

Result of Literature Review Ratified by Experts		Results of MICMAC Analysis			ISM Results	Comments	
No.	Barrier	Driving	Dependence	Effectiveness	Cluster		Level
1	Cost Saving	14	14	0	Linkage	I	
2	Increase in sales	14	14	0	Linkage	I	
3	Boundarylessness	14	14	0	Linkage	I	
4	Saving of Natural resources	13	13	0	Linkage	III	
5	Growth of virtual communities	14	14	0	Linkage	III	
6	Versatility	14	14	0	Linkage	I	
7	Immediate communication	14	14	0	Linkage	I	
8	Highly Customized transaction	14	14	0	Linkage	I	
9	Increase Traffic	14	14	0	Linkage	I	
10	First hand customer feedback	14	14	0	Linkage	I	
11	Lack of Trust	12	14	-2	Linkage	II	
12	Problematic to measure Social media ROI	12	13	-1	Linkage	II	
13	Unintentional Disclosure of Confidential Information	12	13	-1	Linkage	II	
14	Reduced Face-to-Face Communication	14	10	4	Linkage	IV	Key Factor

Comparison of results of the present study with prior studies in the literature

All the researches has done on social media or social media marketing but there is no research that describe the outcomes of social media marketing in detail.



5. CONCLUSION

This study has great value for stakeholders of all kinds of business. Social media marketing has played an significant part in sales of the company. This study gives the stakeholders important outcomes that can help and harm them. So, marketers must take care of these outcomes for the well being of their companies. This study has used ISM, MICMAC analysis. Most of the data was collected from Experts and literature review. The most important outcome was derived from this study is Face to face communication. If face to face communication is reduced then customer's good perception about a product reduces.

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EVALUATION OF TAKAFUL OPERATORS IN PAKISTAN: A GREY RELATIONAL ANALYSIS

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ABSTRACT

The purpose of this study is to explain the concept of Islamic Insurance, to what extent this concept prevails in Pakistan and rank the Takaful operators of Pakistan in accordance to their performance. This study used quantitative-descriptive type of research design. To rank Takaful Companies the study used secondary data of nineteen companies dealing in non-life insurance obtained from the website of Insurance Association of Pakistan (IAP). Grey Relational Analysis (GRA) has been used as technique to find the correlation between reference sequence and comparability sequence and then ranking is made according to GRA grade. The study checked the performance of Takaful operators by using seven indicators. Initially twenty-eight companies dealing in non-life insurance were targeted but nine could not qualify for analysis due to non-availability of data. Results show that Adamjee Insurance Company Ltd. is on top in Takaful operators. It is an original valuable study based on latest and original data. No research study has as such been conducted on the performance of Takaful operators in Pakistan. This ranking not only helps Takaful companies to improve their performance but also provide information to other stakeholders and helps in making investment decisions.

Keywords: Insurance, Window Takaful, Grey Relational Analysis

1. INTRODUCTION

There is a risk of loss associated with all activities of human being from unforeseen event. To cover that risk of future, there is a concept of insurance.

Insurance is divided into two broad categories i.e. Conventional Insurance and Takaful Insurance. This paper is basically focused on the Takaful Insurance the Islamic term used for insurance which relies on the principle of cooperation and mutuality, contains the elements of shared responsibility, joint indemnity, common interest, and solidarity. Takaful policies cover life, health and general insurance needs. Takaful is further divided into two types i.e. General and Family Takaful. General Takaful is typically related to non-life insurance, which protect people and corporate bodies in connection to damage or materialistic loss due to uncertain events like the damage of property and vehicle. However, Family Takaful is related to life insurance, which is used to cover the risk of danger related with human life like demise, ailment and handicap. There are some factors which affect the performance of general Takaful companies. According to the report by Research and Markets, the growth of Takaful market becomes very high globally. As Muslims cover one-fourth of total population of world, Takaful was expected to grow to \$40 billion by 2023. The same is the case in Pakistan. There are many



insurance companies working in Pakistan dealing in Takaful Insurance, but still we inquire the factors actually affecting the performance of these companies & on the basis of their performance we still unable to rank these Insurance Companies. Our research target is to not only clear the concept of Takaful but also investigate the factors affecting the performance of Insurance-Takaful companies. By using these performance indicators, we rank the Islamic Insurance-Window Takaful companies work in Pakistan. For ranking we use the methodology of Grey Relational Analysis which is the part of Grey System Theory. Rest of paper arranged as literature review, theoretical back ground, research methodology, results and discussions, and conclusion.

1.1. Research Questions

What are the factors effecting the performance of Insurance Companies?

Which Insurance Company performs best in Pakistan?

2. LITERATURE REVIEW

Takaful a Sharia Compliant alternative to conventional insurance, began in 1979 (Aziz et al,2019). Financial Markets have positive impact on Takaful Business, however they negatively impact on conventional insurances (Alshammari, A. A., Alhabshi, S. M., & Saiti, B. (2019)). If we compared Takaful firms and conventional insurers in accordance with the segment they operate and diversification strategy, there are no significant differences in stability between them. However, in case of mid-size takaful companies, they are more stable than conventional insurers, which encouraging acquisition and mergers of a small Takaful companies to get mid-size Takaful firms (Rubio-Misas, M. (2020)). Takaful companies have positive impact on competition and efficiencies which encourage regulators and policy makers to support a competitive insurance industry (Alshammari, A. A., Alhabshi, S. M. B. S. J., & Saiti, B.(2019)). However, if we focus on Takaful in term of efficiency, performance and insolvency risk, the fee-based model performed low as compared to the profit sharing model (Al Amri, K., Cummins, J. D., & Weiss, M. A. (2020)). Cash funds are immune to significant seasonal effects, highlighting their usefulness to stabilize equity portfolios. Uddin, G. S., Hernandez, J. A., Labidi, C., Troster, V., & Yoon, S. M. (2019). In period of crisis, Islamic equity markets remain stable and perform well as compared to the conventional equity market which allow investors to better their rebalance their portfolio regarding uncertainty change(Delle Foglie, A., & Panetta, I. C. (2020)). However, Islamic banks have more chances to run into liquidity as capital regulations and credit risk have significant impact on liquidity risk. Liquid Assets and Long-Term debts are main factors lead towards the liquidity risk exposure. (Mohammad, S., Asutay, M., Dixon, R., & Platonova, E. (2020). If we compare Conventional Micro Finance Institutions (MFIs) with Islamic MFIs, the conventional one achieves stronger financial performance. (Ahmad, S., Lensink, R., & Mueller, A. (2020). Complete implementation of Takaful requires a joint effort and support from exchanges, standard-setting bodies, and regulators. Among the areas of cooperation are the approach towards corners (ihtikar), squeezes, speculation (gharar, maysir, and najash), and defining the border between reasonable and excess speculation; financial architecture using new technologies in developing a commodity trading contract conforming to the Shariah regulations and the exchange requirements. (Kalimullina, M., & Orlov, M. S. (2020).



2.1. Performance Indicators of Takaful Insurance Companies:

- a. **Contribution Underwritten:** The party that calculate and evaluate another party's risk for a fee is known as underwriter. The payment of fees to an underwriter often takes the form of a commission or premium. The insurance companies who earn more from contribution underwritten perform well.
- b. **Net Contribution Revenue:** Net contribution is the difference between the revenue attached with the Takaful products and expenses that associated with the creation and sale of product. The more Net Contribution shows that company earns more Revenue than incurs losses. Therefore, maximum Net Contribution shows the better performance.
- c. **Net Claims:** Insurance Claim is the amount requested by the party to Insurance Company to cover loss. In response, insurance company issues the payment to policyholder. The minimum the amount is, the better is for the insurance company.
- d. **Investment Income- Participant Fund:** All participants invest money in Takaful fund collectively. The more the Investment Income, the better it is for Insurance company performance.
- e. **Surplus/(Deficit)-Participant Fund:** The amount remaining in Participant fund after the payment of claim, re-takaful, reserves and investments profit is referring to as Surplus Participant Fund. It is better for insurance company that their Participant Fund should be in Surplus Value.
- f. **Operator's Investment Income:** The Operator who manage all operations related to Participant Fund shall be entitled to receive some amount out of the fund as Operator's fee. The more the operator fee the better it is for the insurance company.
- g. **Operator's Profit before tax:** This is the total amount which the operator earns before deducting any tax. The more the profit, the beneficial it is for the insurance company.

h. Table 1: Specification of System Variables

Code	Variables	Criteria
1	Contribution Underwritten	Maximum better
2	Net Contribution Revenue	Maximum better
3	Net Claims	Minimum better
4	Investment Income- Participant fund	Maximum better
5	Surplus/ (Deficit) - Participant Fund	Maximum better
6	Operator's Investment Income	Maximum better
7	Operator's Profit before tax	Maximum better

3. METHODOLOGY

This study follows positivist philosophy and deductive approach. It is a cross sectional research study that uses Insurance Association of Pakistan (IAP), 2018 secondary data. There are total of 28 companies from which we select 19 companies on which all data about variable is available. It uses Grey Relational Analysis i.e. a unique mathematical approach selected from the array of multi-criteria-decision-making techniques. This technique is frequently employed to use incomplete and impure set of data for analysing relations of multitude of variables. It has privilege to prevail on statistical techniques like regression analysis because of their



limitations and demand for large amount of data for generating meagre results (Uckun et al., 2012). GRA progresses stepwise (Hamzacebi et al., 2011; Kuo et al., 2008; Tayyar et al., 2014; Wu, 2002, Zhai et al., 2009). First step is obtaining data, second creation of reference series, third generating comparable sequence fourth is generating reference series, fifth is to generate normalized matrix, sixth is calculating deviation sequence, seventh creating absolute values with difference in reference sequence and comparable sequence, eighth establishing a coefficient matrix of grey relation system ninth computing grey relational grade tenth step computing grey relational grade eleventh step is to arrange in ascending order. Following steps of GRA were used in analysis

4. PERFORMANCE COMPARISON OF ISLAMIC INSURANCE COMPANIES WITH GREY RELATIONAL ANALYSIS

Indicators on the performance of Insurance Companies were obtained from the website of The Insurance Association of Pakistan, Companies Ranking by Window Takaful Data of year 2018. Window Takaful data of the Non-Life Insurance Companies as shown in Table 2.

Table 2: Key Financial Window Takaful Data

Sr.	Company	1	2	3	4	5	6	7
1	Adamjee Insurance Company	1102	669	402	0	7	0	79
2	Alfalaha insurance company	263	194	106	2	9	1	14
...
9	Habib Insurance Company Limited	18	0.5	1.5	0	-1.69	0.72	-2.95
10	IGI General Insurance Limited	190	96	76	1	-18	2	24
...
...
18	UBL Insurance Limited	439	117	109	6.7	41	4.4	11
19	United Insurance Company of Pakistan	1011	677	355	6	-58	0	188

Created Reference Sequence and Comparable Sequence Table 3.

Table 3: Reference Sequence and Comparable Sequences

Sr.	Company	1	2	3	4	5	6	7
0	Reference Sequences	2032	1559	-1.17	33	154	23	188
1	Adamjee Insurance Company	1102	669	402	0	7	0	79
2	Alfalaha insurance company	263	194	106	2	9	1	14
...
...
9	Habib Insurance Company Limited	18	0.5	1.5	0	-1.69	0.72	-2.95
10	IGI General Insurance Limited	190	96	76	1	-18	2	24
...
...
18	UBL Insurance Limited	439	117	109	6.7	41	4.4	11
19	United Insurance Company of Pakistan	1011	677	355	6	-58	0	188

Created Normalized Comparable Sequence Table 4.

1- For larger the better

$$x_i^*(k) = \frac{x_i^{(0)}(k) - \min x_i^{(0)}(k)}{\max x_i^{(0)}(k) - \min x_i^{(0)}(k)}$$

2- For smaller the better



$$x_i(k) = \frac{\max x_i^{(o)}(k) - x_i^{(o)}(k)}{\max x_i^{(o)}(k) - \min x_i^{(o)}(k)}$$

Table 4: Normalized Comparable Sequences

Sr.	Company	1	2	3	4	5	6	7
0	Reference Sequences	1.0000	1.0000	1.0000	1.0000	1.0000	1.0000	1.0000
1	Adamjee Insurance Company	0.5407	0.4299	0.4785	0.0000	0.3066	0.0000	0.4292
2	Alfalsh insurance company	0.1264	0.1257	0.8614	0.0606	0.3160	0.0435	0.0888
...
9	Habib Insurance Company Limited	0.0054	0.0017	0.9965	0.0000	0.2656	0.0313	0.0000
10	IGI General Insurance Limited	0.0904	0.0629	0.9002	0.0303	0.1887	0.0870	0.1411
...
18	UBL Insurance Limited	0.2133	0.0764	0.8575	0.2030	0.4670	0.1913	0.0731
19	United Insurance Company	0.4958	0.4350	0.5393	0.1818	0.0000	0.0000	1.0000

For instance:

$$x_1^*(1) = \frac{x_1^0(1) - \min x_1^0(1)}{\max x_1^0(1) - \min x_1^0(1)} = \frac{1102 - 7}{2032 - 7} = 0.5407$$

Created Deviation Sequence in Table 5.

Table 5: Deviation Sequences

Sr.	Company	1	2	3	4	5	6	7
0	Reference Sequences	1.0000	1.0000	1.0000	1.0000	1.0000	1.0000	1.0000
1	Adamjee Insurance Company	0.4593	0.5701	0.5215	1.0000	0.6934	1.0000	0.5708
2	Alfalsh insurance company	0.8736	0.8743	0.1386	0.9394	0.6840	0.9565	0.9112
...
9	Habib Insurance Company Limited	0.9946	0.9983	0.0035	1.0000	0.7344	0.9687	1.0000
10	IGI General Insurance Limited	0.9096	0.9371	0.0998	0.9697	0.8113	0.9130	0.8589
...
18	UBL Insurance Limited	0.7867	0.9236	0.1425	0.7970	0.5330	0.8087	0.9269
19	United Insurance Company of Pakistan	0.5042	0.5650	0.4607	0.8182	1.0000	1.0000	0.0000

For instance:

$$\Delta_{0i}(k) = |x_0^*(k) - x_i^*(k)|$$

$$\Delta_{01}(1) = |x_0^*(1) - x_1^*(1)| = |1 - 0.5407| = 0.4593$$

Calculated Grey Relational Coefficient. Term ξ is distinguishing co-efficient between 0 and 1 the usual value of which is 0.5 in literature.

$$\gamma[x_0^*(k), x_i^*(k)] = \frac{\Delta_{\min} + \xi \Delta_{\max}}{x_{0i}(k) + \xi \Delta_{\max}}, \quad 0 < \gamma[x_0^*(k), x_i^*(k)] \leq 1$$

Table 6: Grey Relational Co-efficient

Sr.	Company	1	2	3	4	5	6	7
0	Reference Sequences	1.0000	1.0000	1.0000	1.0000	1.0000	1.0000	1.0000
1	Adamjee Insurance Company	0.5212	0.4673	0.4895	0.3333	0.4190	0.3333	0.4669
2	Alfalsh insurance company	0.3640	0.3638	0.7829	0.3474	0.4223	0.3433	0.3543
...
9	Habib Insurance Company Limited	0.3345	0.3337	0.9931	0.3333	0.4051	0.3404	0.3333
10	IGI General Insurance Limited	0.3547	0.3479	0.8336	0.3402	0.3813	0.3538	0.3680
...
...



18	UBL Insurance Limited	0.3886	0.3512	0.7782	0.3855	0.4840	0.3821	0.3504
19	United Insurance Company of Pakistan	0.4979	0.4695	0.5205	0.3793	0.3333	0.3333	1.0000

For instance

$$\gamma[x_0^*(1), x_1^*(1)] = \frac{\Delta_{min} + \xi \Delta_{max}}{\Delta_2(2) + \xi \Delta_{max}} = \frac{0 + (0.5) \times 1}{0.4593 + (0.5) \times 1} = 0.5212$$

Calculated GRG in Table 7.

Table 7: GR Grades

Sr.	Country	Grey Relational Grade
0	Reference Sequences	1.0000
1	Adamjee Insurance Company	0.4329
2	Alfalah insurance company	0.4254
...
...
9	Habib Insurance Company Limited	0.4391
10	IGI General Insurance Limited	0.4256
...
...
18	UBL Insurance Limited	0.4457
19	United Insurance Company of Pakistan	0.5048

In previous Table 7. GR grades equal to weighted sum of the values.

$$\gamma(x_0^*, x_i^*) = \sum_{k=1}^n \beta_k \gamma [x_0^*(k), x_i^*(k)]$$

$$\gamma(x_0^*, x_1^*) = \sum_{k=1}^n \beta_k \gamma [x_0^*(1), x_2^*(k)]$$

$$= 1/7 \times (0.5212 + 0.4673 + 0.4895 + 0.3333 + 0.4190 + 0.3333 + 0.4669) = 0.4329$$

Table 9: Results of Grey Relational Analysis

Country	GRG	RANK	Country	GRG	RANK
Reference Sequence	1	0	East West Insurance Century insurance	0.4396	10
EFU General Insurance	0.8438	1	Habib Insurance	0.4391	12
Jubilee General Insurance	0.5100	2	SPI Insurance Company	0.4377	13
United Insurance Reliance Insurance	0.5048	3	Allianz EFU Health Insurance	0.4342	14
	0.4485	4	Adamjee Insurance	0.4329	15



UBL Insurance	0.4457	5	Atlas Insurance	0.4261	16
Sindh Insurance	0.4453	6	IGI General Insurance	0.4256	17
Shaheen Insurance	0.4439	7	Alfalah insurance Premier Insurance	0.4254	18
Asia Insurance Security General Insurance	0.4402	8		0.4204	19
	0.4398	9			

5. RESULTS

By using this research we not only figure out the factors but also see their effect on the performance of Insurance Companies. Results show that Adamjee Insurance Company stand on the top as they fulfil all the criteria we set on the variables. In the variables namely contribution underwritten, net contribution revenue, , investment income- participant fund, Surplus/(Deficit)-Participant Fund, operator's investment income, operator's profit before tax Adamjee Insurance Company achieve maximum while in Net Claims Adamjee achieves minimum.

6. CONCLUSION

This paper provides the basis of Takaful concept, helps figuring out the factors effecting performance of insurance companies and using these factors to rank these companies.

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UNDERSTANDING HOW CPEC IS HELPING ECONOMIC GROWTH IN PAKISTAN?

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ABSTRACT

The purpose of this study is that to understand how CPEC is helping economics growth in Pakistan. Firstly design of study having literature review, data collection analysis. Methodology used in this study is collecting data from experts and technique of data analysis being used is interpretive structural modeling. Results of this study provides us interpretive structural model and MICMAC diagram. Primary data gather to present results. This study helps to get knowledge about how CPEC helps Pakistan through providing benefits to different sectors and stakeholders and give cast contribution in their economy. The study is originally formed by primary data collection from stakeholders. The study provides a bit more understanding about how CPEC is game changer for different sectors of Pakistan to improve and accelerating the pace of economic development in Pakistan. It is a distinct advantage venture which will change It the destiny of Pakistan and will help Pakistan modernize. It will improve the economy and trade, upgrade local network, beaten energy emergencies, create foundation and also set up individuals to individual's contacts in both the nations.

Keywords: CPEC, China, Pakistan, economy, growth, stakeholders, game changer

1. INTRODUCTION:

China Pakistan Economic Corridor is any desire for better locale of things to come with peace, development and growth of economy. The China-Pakistan Economic Corridor (CPEC) is something beyond a \$47 billion dollar speculation. It won't just improve Pakistan's current conditions, however vows to improve the lives of almost three billion individuals over the locale as a feature of the bigger Chinese vision of a fantastic Silk Road Economic Belt, which reaches out across Asia through the Center East and partners with Europe. Talking at the Institute of Policy Reforms (IPR) on April nineteenth, renowned British scientist Anatol Lieven said that CPEC is a money related disclosure for Pakistan, and if it works out can deliver as much as three or on different occasions the fundamental \$47 billion speculation. There is no vulnerability that continued with monetary progression is the route in to a strong Pakistan. The corridor will help decrease dejection in Pakistan by making new business and openings for work. Academics in the media have every now and again implied Pakistan as a vacillating state, how China is anxious to put so enthusiastically in Pakistan disproves them. The Chinese see the limitless potential results that Pakistan needs to bring to the table and their affiliation will help Pakistan with reviving its once strong economy,



bringing back the new examiners, who escaped the country following the 2008 races China and Pakistan have a strong cooperation, and this Chinese action will furthermore sustain that relationship, by making China an accomplice in Pakistan's future. This will encourage a bit of Pakistan's security stresses concerning the two its neighbors in the East and West. Pakistan will transform into the most purposely critical country in the district since it will improve trade and monetary accessibility between Asia, the Middle East and Europe. The energy adventures proclaimed, as a part of the CPEC understanding will end Pakistan's energy crisis once and for all. The vision for a financial course among China and Pakistan reaches out as far back as the Musharraf time frame. This idea CPEC speculated for quite a while, got traction in May 2013 exactly when Chinese Premier Li Keqiang underlined the advancement of the CPEC during his visit to Pakistan. He assented to the achievement CPEC course of action around at that point. In the exact year, Pakistani Prime Minister Nawaz Sharif visited Beijing and assented to eight courses of action generally costing \$18 billion that included construction around 200 kilometers tunnels for the CPEC. Pakistan's President Mamnoon Hussain visited China in February 2014 to discuss the plans of the way. In the specific year, Pakistan's Prime Minister Nawaz Sharif again visited China and assented to 19 courses of action with China. Around at that point, the Chinese banks and associations guaranteed over US\$ 45.6 billion for energy and framework projects along the way. The courses of action exhibited a creating indispensable linkage between the two countries. Chinese President Xi Jinping visited Pakistan in April 2015. This was the second visit of a Chinese boss in Pakistan in 21st century after Hu Jintao's visit to Pakistan in 2006. Xi was to visit Pakistan in 2014 during his South Asia outing to Maldives, Sri Lanka and India. It was deferred because of political pain in Pakistan. During his visit, an amount of 51 game plans were embraced among China and Pakistan having worth of \$47 billion which moreover fused the improvement of China Pakistan Economic Corridor. The \$47 billion theory China hopes to zero in on Pakistan under the CPEC is vital. The entirety outperforms all new immediate hypothesis Pakistan has gotten in the past a serious drawn-out period of time, also, is widely more than all the guide Pakistan has gotten from the US since 9/11. The issue which we will expand is the way CPEC will help Pakistan in their financial turn of events and will cover various targets extensively to get a top to bottom perspective on One Belt One Road project. Following are the destinations of this examination:

- i. Bring out and rank the factors of CPEC which help economic growth in Pakistan,
- ii. To define the relationship between them
- iii. To develop a structural model.
- iv. To analyze driving-dependence power of factors

Research question of this study are:

- a. How CPEC is going to help Pakistan's economy?
- b. Improvement in Quality of Life of individuals due to CPEC
- c. Is that game changer for Pakistan?

Investigating of components of financial development of Pakistan through CPEC should be possible through various techniques. Regular strategy utilized for recognizable proof of components is writing survey that may be dependent on deliberate audit, purposive testing or experimental proof from single-single investigations (Avinash, Sasikumar and Murugesan,



2018; Azevedo, Carvalho and Cruz-Machado, 2013; Dhochak and Sharma, 2016; Lohaus and Habermann, 2019; Song, Li, List, Deng and Lu, 2017) and well-qualified assessment (Avinash et al., 2018; Dhochak and Sharma, 2016). This study utilizes writing survey technique for example exact proof from single-single examinations combined with well-qualified assessment/center gathering for evoking the obstructions. While, ISM for hierarchicalization and MICMAC for driving-reliance power examination of hindrances. ISM/MICMAC is serviceable with as less as 5 components (Sushil, 2017) and with as numerous as in excess of 80 components (Li et al., 2019). It is the most appropriate system. Along these lines, remaining piece of the investigation is partitioned into writing survey, arrangement technique, results and conversation and end.

2. LITERATURE REVIEW

Genuinely extensive writing study has been led utilizing present day web indexes to investigate driving exploration information premise like: Emerald and Science direct. Aftab, Hassan, Hassan and Rana, (2019) characterized in their examination CPEC ensures Pakistan money related rebuilding and advancement through endeavor in energy, framework, and modern turn of events. To make complete monetary turn of events, benefits coming from CPEC should be shared genuinely inside Pakistan. That will work the multiplier effect and augmentation local efficient activity giving absolute interest and a proceeded with lift. One inspiration driving why India and China had the alternative to dodge the ramifications of the overall financial crisis was their inside and out made local business sectors. Pakistan has never benefitted by surprise reliance on a singular accomplice; China ought to be overseen sensibility. Prior to pushing ahead while Pakistan going to appreciate numerous advantages of CPEC Pakistan additionally need to take some wellbeing measure for their better improvement like china did, China has recently made its endeavor moves toward safer with setting up three overall business courts (similarly suggested as Belt and Road courts), one in Xi'an for the land-based Silk Road Economic Belt, one in Shenzhen for the Maritime Silk Road and one in Beijing that will fill in as the headquarters. These courts will offer indictment, attestation and intervention organizations. As shown by one view, China hopes to have all belt and street activity discusses settled by these courts. This makes Pakistan position more anomalous and require proactive measures, as CPEC adventure relies upon Pakistan new direct endeavor plans and genuine construction. In like manner, it will be more negative for Pakistan to oversee such cases under Chinese Courts Idrees, Shapiee and Ahamat, (2019). Pakistan should need to change their arrangements effectively and furthermore empower a business local area for taking an investment in this activity Kousar, Rehman, Zafar, Ali and Nasir, (2018). Pakistan should zero in on supportable force as the country has immense potential. It has been expressed that Pakistan has "the absolute environmentally friendly power capability of about 167.7 GW, which is all that could possibly be needed to satisfy the all out power need of the nation" (Rafique and Rehman 2017, p. 156) Ali, M. (2018). The issue of the unreasonable measure of public venture on private speculation and in this way on improvement is exceptionally talked about in money related composition. From one perspective, the old-style school acknowledges that extended public spending diminishes monetary advancement by taking out private investemnt as higher spending requires higher obligation collection or grows credit costs if the utilizations are financed through obtaining. Keynesians, on the other hand, consider government spending a fundamental variable for monetary turn of events. Keynesians fight that organization headway use on prosperity, framework and establishment grows work proficiency



and moreover diminishes cost of business, which rouses private endeavor. Masood Ahmed, Q., and Ammad, S. (2014).

2.1 Survey of literature of CPEC Factors helping economic growth in Pakistan:

Hamid, M., Khan, H. S., Khaliq, A., and Ajmal, M. (2017) talked about significance of CPEC in Pakistan a clarified in excess of twelve elements which going give enhance benefits towards Pakistan like, the travel industry and business and so forth Ali, L., Mi, J., Shah, M., Shah, S. J., Khan, S., Ullah, R., and Bibi, K. (2018) likewise examined the significance of neighborhood inhabitants or local area in this activity what it will mean for the improve advantages of CPEC. road structure has colossal monetary and social impacts that generally impact the neighborhood people maintain for CPEC improvement. It in like manner uncovered that greater headway and care regarding points of interest of the undertaking for inhabitants lead to more assistance of the local tenants in the examination zone.

Table 1: Final list of Factors

List of CPEC factors helping economic growth in Pakistan

1. Politics
2. Tourism
3. Imports & Exports
4. Foreign Direct Investment
5. Globalization
6. Employment
7. Civilization
8. Cultural Change
9. Local Investment
10. Globalization
11. Educational improvement
12. Poverty reduction
13. Quality of Life
14. Energy Consumption
15. The expansion and improvement of Gwadar Port
16. Lack of investment funds
17. Restrictions by government

To start the investigation of monetary development concerning Pakistan, it was basic to initially indorse pertinence of elements to the setting of the examination. Regular strategy for such sort of support is formal confirmation of factors from the specialists. Along these lines, to recognize partners and to decide a board of specialists has become a substance of the examination. The scientists thought on the partners and consider: government, neighborhood local area, society everywhere, assembling and preparing ventures of Pakistan, development laborers of china and Pakistan, organizations of china and Pakistan, land proprietors, the travel industry, and financial backers. Delegates of these partners have been selected on the board to strike genuine representativeness. In this unique situation, a heterogeneous board of nine specialists have been enlisted Table 2.

Table 2: Profile of Panel of Experts

Sr. #	Designation	Affiliation
-------	-------------	-------------



1	Executive Officer Research and Development	Pak-China joint Chamber of Commerce and Industry
2	Marketing Manager	Champion Embroidery
3	Chief Executive Officer	Gravity builders & Consultant's
4	Chief Executive Officer	Hassan Impex (Importer)
5	Sales manager	GuangDong Didaix Industry Co Ltd.
6	Assistant Professor	University of Engineering and Technology, Lahore
7	Assistant Commissioner	Interior Ministry of Pakistan
8	Assistant Professor	Forman Christian and Chartered University
9	Member National Assembly	Government of Pakistan

Semi-structured interviews were conducted with experts in order to extract the relevant factors from the initial slant of factors. In this regard, the list of seventeen factors (Table 1) was presented to nine experts (Table 2) but only thirteen factors could attain the vote of majority, the factors which have been dropped from further investigation have been marked grey/italicized in Table 3.

Table 3: Verification of Factors by Experts

Sr #	Factor _s	Experts												Sum
		1	2	3	4	5	6	7	8	9	10	11	12	
i.	Politics	√	√	√	√	√	√	√	√	√	√	√	√	12
ii.	Tourism	√	√	√	√	x	x	√	√	x	√	√	√	9
iii.	Imports & Exports	√	√	x	x	x	√	√	x	√	√	x	√	7
iv.	Foreign Direct Investment	√	√	√	x	√	x	x	x	√	x	√	x	6
v.	Local Community	x	√	x	x	√	√	x	x	√	√	x	√	6
vi.	Employment	√	√	√	x	√	√	√	√	√	√	√	√	11
vii.	<i>Civilization</i>	x	x	x	x	√	x	x	x	√	√	x	√	4
viii.	Cultural Change	x	x	x	√	√	√	√	√	√	√	x	x	7
ix.	Local Investment	√	√	x	√	√	x	x	√	√	x	x	√	7
x.	Globalization	√	√	x	√	x	x	√	√	√	x	√	√	8
xi.	Educational improvement	x	x	√	√	√	√	√	√	√	√	x	√	9
xii.	Poverty reduction	√	√	√	√	√	x	√	√	x	√	√	√	10
xiii.	Quality of Life	√	√	√	√	x	x	√	√	x	x	√	√	8
xiv.	Energy Consumption	√	x	√	√	√	√	√	√	x	√	x	x	8
xv.	The expansion and improvement of <u>Gwadar</u>	x	x	√	√	x	x	x	√	√	x	√	x	5
xvi.	Lack of investment funds	x	x	√	√	x	x	x	x	x	x	√	x	3
xvii.	Restrictions by <u>govt</u>	√	x	x	x	√	x	x	√	√	√	x	x	5

Hence, only 13 factors namely Politics (1), Tourism (2), Imports & Exports (3), Foreign Direct Investment (4), Local Community (5), Employment (6), Cultural Change (7), Local Investment

(8), Globalization (9), Educational improvement (10), Poverty reduction (11), Quality of Life (12) and Energy Consumption (13) qualified for the study.

2.2. Methodological Choices to Investigate Barriers

There is a wide variety of methods used in researches in the area of tourism like multiple regression analysis, structural equation modeling, importance-performance-analyses, TOPSIS, AHP, ANP, etc. Wide range of researchers used ISM, TISM, modified TISM,



MICMAC analysis, in combination with different methodologies.

3. SOLUTION METHODOLOGY

The creators are recognizant of the way that genuine advantages of examination must be harvested by utilizing suitable philosophy. The methodological decisions were thought of and ISM was selected to set out on this examination. ISM is applied in a wide assortment of zones on this sort of issues (Sushil, 2017; Warfield, 1973 and 1974). It is an obvious, very much characterized, graphical model portrayal utilizing reachability and transitive surmisings through network change. ISM is liked over other factual strategy on the grounds that a large portion of them can't dissect huge number of interrelationships among variable of wonder which loses the chance of acquiring exhaustive comprehension of problem circumstances like the travel industry (Chidambaranathan, Muralidharan and Deshmukh, 2009). Along these lines, this examination utilizes writing talk, ISM and MICMAC as exploration philosophy. The information was gathered from a heterogeneous board of medium size specialists on a grid type survey utilizing I prompts j as sort of relationship (Alawamleh and Popplewell, 2011; Trigunarsyah and ParamiDewi, 2015). The examination favored exploratory worldview of examination and assortment of information from board of specialists rather than measurable gatherings (Ranjbar et al., 2012). The way toward choosing the specialists is truly basic since quality beats the amount (Clayton, 1997; Shen, Song, Wu, Liao and Zhang, 2016). There are a lot of confirmations with respect to estimate of board of specialists (Clayton, 1997; Khan and Khan, 2013) for example 15-30 individuals for a homogeneous and 5-14 individuals for a heterogeneous (Clayton, 1997; Khan and Khan, 2013). ISM is even serviceable with as not many as 1-2 specialists (Shen et al., 2016). Since, the investigation utilizes heterogeneous board hence a board size of 14 specialists was picked. The board was moved toward multiple times for example right off the bat, for endorsement of hindrances, besides, for assessment on combined relations among the obstructions, and thirdly, for checking model's legitimate, hypothetical, applied and directional irregularities, assuming any. For eliciting data, the literature is rich for methods like: Delphi method, brainstorming, discussions, nominal group technique, repertory-grid interview technique, matrix type questionnaire, laddering interview, problem solving group session, one-to-one, face-to-face in-depth interview, triadic sorting task approach, workshops for idea generation and idea engineering. The analysts selected one-on-one vis-à-vis inside and out meeting on work spots of specialists (Li and Yang, 2014). There took three adjusts on spot to finish the model for example conversation and directing round, information elicitation round and model confirmation round. The choice of the specialists with respect to endorsement of variables, matched relations and that of model dependent on greater part rule (Abdullah and Siraj, 2014; Cai and Xia, 2018; Dhochak and Sharma, 2016). ISM continued advance insightful as stated by Attri, Dev and Sharma, 2013; Thakkar, Kanda and Deshmukh, 2008; Warfield, 1973. By applying aforementioned procedure (Niazi et. al. 2019) prepared ISM Model as below.

3.1 Building ISM Model

Since then, it has been stated repeatedly that there are four underlined levels in which an object can be separated and used in sequence. Features 1, 2, 3, 4, 5, 6, 7, 12 and 13 take the top level of the model, features 8, 9 and 11 take the second level, and factor 10 takes the third level, and Edraw is software The Max 9.4 smart level model is designed as Figure 1. Level-to-level relationships are shown according to ISM procedures and, the feature-level relationships are defined by arrows on both sides from the access matrix.



Model was introduced to board of specialists for checking theoretical irregularities and adjustments thereof. The specialists revealed some minor adjustments (Raesi, Dastrang, Mohammadi and Rasouli, 2013; Vasanthakumar, Vinodh and Ramesh, 2016) that have been joined and the model was settled. The model, thusly, has forced pecking order and bearing on complex relations among factors.

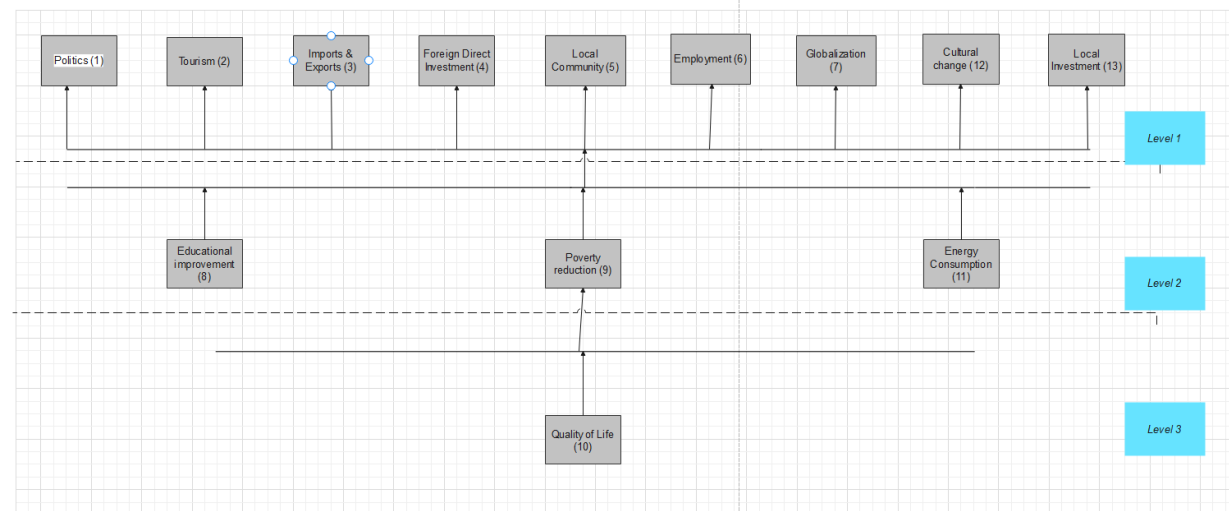


Figure 1: ISM Model

3.2 MICMAC Analysis

The examination likewise utilized MICMAC as supplemental investigation to ISM. It is an underlying investigation which characterizes the variables into four distinct groups to be specific, free, ward, linkage and self-governing (Godet, 1986). The MICMAC is a driving-reliance graph (Figure 2) which has advantageously been built from definite reachability grid.

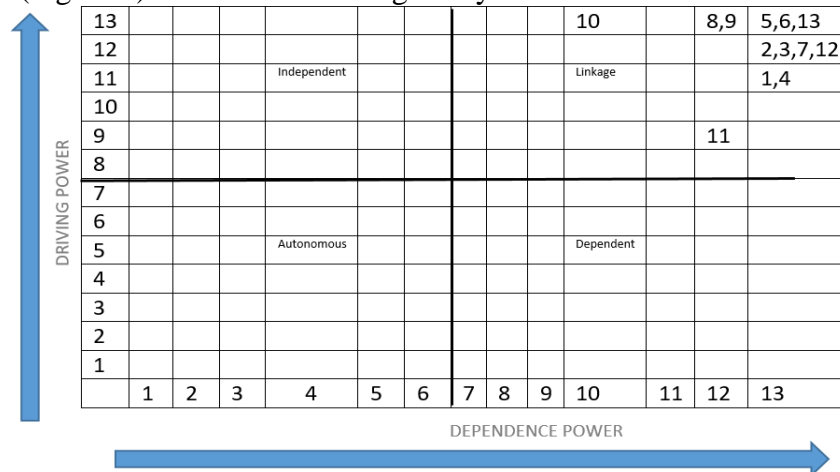


Figure 2: MICMAC Analysis

MICMAC examination groups the components into four previously mentioned bunches on continua of low-high (Figure 2). It has four quadrants (for example reliance power - x-pivot and driving force - y-hub) from low to high. Out of sixteen boundaries, there are no self-ruling variable, free and ward quadrant. The entirety of the thirteen elements fall in linkage quadrant.

4. RESULTS AND DISCUSSION



China Pakistan Economic Corridor is venture towards monetary regionalization in the globalized world. It established harmony, improvement, and mutual benefit model for every one of them. CPEC is providing a mutual benefits to both countries interestingly it's also have positively effect on Iran, Afghanistan and India. So just measuring these benefits and getting a closer view to CPEC factors in this study especially used two methodologies for getting a better view. ISM and MICMAC are used in this study and for examining their results we compare them and prepare a table we clearly explain the beneficial factors how they are going to depend or help in economic growth of Pakistan. Summarized results are presented as Table 9.

Table 9: Summary Results of Literature, MICMAC and ISM

Factors Review Ratified by Experts		Results of MICMAC Analysis			ISM Results		Comments
No.		Driving	Dependence	Effectiveness	Cluster	Level	
1	Politics	11	13	-2	Linkage	I	
2	Tourism	12	13	-1	Linkage	I	
3	Imports& Exports	12	13	-1	Linkage	I	
4	Foreign Direct Investment	11	13	-2	Linkage	I	
5	Local Community	13	13	0	Linkage	I	
6	Employment	13	13	0	Linkage	I	
7	Globalization	12	13	-1	Linkage	I	
8	Educational improvement	13	12	1	Linkage	II	
9	Poverty reduction	13	12	1	Linkage	II	
10	Quality of Life	13	10	3	Linkage	III	Key Factor
11	Energy Consumption	12	9	3	Linkage	II	
12	Cultural Change	12	13	-1	Linkage	I	
13	Local Investment	13	13	0	Linkage	I	

4. CONCLUSION

Total 17 factors were identified and only 13 factors were ratified by the experts. Therefore, 13 factors have been taken for investigation in this study. Results of ISM revealed that factor Quality of life (10) occupy bottom level of the model and it is the key factor. Energy Consumption (11), Poverty Reduction (9) and Educational Improvement (8) occupy second level having moderate importance. Whereas, Politics (1), Tourism (2), Imports& Exports (3), Foreign Direct Investment (4), Local Community (5), Employment (6), Globalization (7), Cultural change (12) and Local Investment (13) occupy top of the model hence attain least priority. Purpose of MICMAC is to present key factors and to enlarge ISM by way further investigation of the outcome of ISM. MICMAC analysis is also known as driving/dependence power analysis. It classifies the factors into four clusters. The results are, therefore, presented cluster wise.

Autonomous: Those elements that have frail driving and feeble reliance power, moderately isolated from show yet have some amazing connections fall in this bunch. They don't muchly affect framework. In this examination self-ruling variables don't and non-presence of independent elements implies that all components assume significant part in model.

Dependent: Those elements that have feeble driving yet solid reliance power fall in this group. The elements having low driving and high reliance power thusly fall in ward bunch. They rely upon others along these lines need additional consideration. There are sure factors which have high reliance power and yet high driving force and may fall in linkage bunch. In this study there is also no factor lie in this cluster.

Those elements that have solid driving and solid reliance power fall in this group. They are



unequal, spry and conflicted and activity on them may influence others and as a criticism impact on themselves. Presence of these variables in the model implies that controllers may be battling to bode well. The each and every factor of this study fall in this cluster from 1 to 13 naming: Politics (1), Tourism (2), Imports & Exports (3), Foreign Direct Investment (4), Local Community (5), Employment (6), Cultural Change (7), Local Investment (8), Globalization (9), Educational improvement (10), Poverty reduction (11), Quality of Life (12) and Energy Consumption (13). Those factors fall in this cluster because of having high driving and high dependence power. These factors are ambivalent.

Independent: Those components that have high driving and low dependence power fall in this group. Some of them may have high dependence power also and may fall in linkage too. These are key factors high consideration is expected to deal with them. Specialists ought to thusly offer need to comprehend these elements.

This investigation is not the same as contemporary examinations in numerous measurements. It utilizes special and distinctive procedure, while, contemporary investigations generally use factor examination and other measurable investigations that give relatively insignificant understanding to the issue. It is experimental field study dependent on altogether different arrangement of factors and master respondents of wonders under investigation. It gives further arrangement and knowledge of the issue. This examination has been led in Pakistan which itself includes remarkable situation inside Asian nations and analysts couldn't locate any such investigation on this point. It is an original report on Pakistan economy advancement on account of CPEC.

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MODELLING THE RELATIONSHIP OF BRICOLAGE AND CORPORATE ENTREPRENEURSHIP: A MEDIATING APPROACH

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ABSTRACT

The primary purpose of this study is to investigate the impact of learning orientation and bricolage on corporate manager's opportunity identification in SME's of Pakistan. Furthermore, it is also aimed at analyzing the mediating role of sustainable competitive advantage and corporate entrepreneurship between learning orientation, bricolage, and opportunity identification. The research in hand includes learning orientation and bricolage as independent variables, sustainable competitive advantage and corporate entrepreneurship as mediating variables and opportunity identification as the dependent variable. The data was collected through self-administrated questionnaire from the managerial staff of SMEs and in total 230 questionnaires were distributed to employees of different small and medium-sized firms. After excluding 29 incomplete questionnaires final sample of this study is 201, which contribute 87.39% response rate out of 230 respondents. For Analysis purpose SPSS 21 and AMOS 21 were used. Confirmatory factor analysis and Structural Equation Modeling techniques were used by the researcher. Overall, results indicate that the model is fit and provide a good understanding that the impact of bricolage and learning orientation on opportunity identification. Furthermore, the sustainable competitive advantage also mediates the relationship between opportunity identification, learning orientation and bricolage. However, corporate entrepreneurship will not mediate the relationship between bricolage, learning orientation and opportunity identification. Moreover, the results and findings of this study are fundamental to both researchers and practitioners. This study also concluded with a discussion on results and recommendations for future study.

KEYWORDS: Bricolage, learning orientation, corporate entrepreneurship, sustainable competitive advantage, opportunity identification.

1. INTRODUCTION

Individual experience and knowledge obtained from short resources are very compulsory for organizations to recognize opportunities identification. Study of Ray and Cardozo (2003) proved that opportunity identification is the right function of corporate entrepreneurship that corporate enterprises can ascertain. Learning orientation is defined as a firm's propensity to create and use knowledge (Sinkula & Baker, 2001). Bricolage is defined as making do by applying combinations of resources at hand to new problems and opportunities. (Nelson's & Baker 2005). Bricolage has been effectively acquainted with and afterward proposed in the area of entrepreneurship (Miner, Eesley & Baker, 2003). As new ventures commonly come up



short on the assets they require, Bricolage engages them to endure and even tinker through recombining and reprocess assets nearby to fill the current asset gaps and take care of experienced issues (Nelson & Bakar, 2005).

As indicated by the most previous studies in entrepreneurship viewed Bricolage as a methodology that is used to overcome the resource limitation that is the problems of new ventures (Desa, 2012). Although, the effect of Bricolage is higher than just talking about resource limitations. In some previously studied researcher currently started to examine the trappings of short resources, especially trappings of short resources in producing further acquaintance. Mostly the previous or existing studies proposed that Bricolage can generate new knowledge by transecting existing corresponding knowledge frameworks (Boxenbaum & Rouleau, 2011).

The strength of new firms in research is reasonable since further firms, traditionally come up with short resources, are perfect settings to test the impacts of bricolage intending to asset confinements (Nelson & Bakar, 2005). Despite these studies are intuitive, the researcher would contend that restricted spotlight on the source providing the role of short resources in the new firm's context undervalues the validness of short resources. Bricolage is operated outside of the terms of the new venture that is all about building new things using the available sources, irrespective of the accessibility of fewer resources (Levi-Strauss, 1966). For new promoting small organizations which are further possible to be a focus on resource inactivity (Gilbert, 2005). Further learning about resources that we will get through Bricolage creates more opportunities. The impact of this study in the previous literature is that the result of this research spread the understanding level of the role of bricolage that plays in opportunity identification. This study also discussed that short resources also accommodate the opportunity identification in the small and medium enterprises which have fewer resources as compare to large firms. However, by developing new knowledge, bricolage may also allow small and medium firms to identify more opportunities, thus bricolage facilitating the opportunity identification process, another important process of entrepreneurship (Burg, Podoyntsyna & Lommelen, 2012). Unfortunately, the effect of bricolage and learning orientation on opportunity identification is rarely investigated in the existing literature.

1.1. Research Questions

1. How learning orientation and bricolage is associated with corporate opportunity identification?
2. How sustainable competitive advantage and corporate entrepreneurship is related to corporate opportunity identification?
3. How sustainable competitive advantage and corporate entrepreneurship mediates the relationship between learning orientation, bricolage, and corporate opportunity identification?

2. LITERATURE REVIEW

Bricolage is explained as making do by applying combinations of resources at hand to new problems and opportunities (Nelson's & Baker2005). Mostly the existing studies proposed that



Bricolage can generate new knowledge by transecting existing corresponding knowledge frameworks (Boxenbaum & Rouleau, 2011). Corporate entrepreneurship usually refers to the entrepreneurial activities of a firm, such as product innovation, venturing, and strategic renewal (Phan et al., 2009). Firms practice decisions dependent on this abstract learning and start activities that better adjust showcase requests and asset supply to make gainful enterprising chances (Simon, 2012).

The previous studies have provided confirmation to the highly positive relationship between corporate entrepreneurship and the opportunity identification. In business basically, a competitive advantage is the feature that allows a firm to overtake its competitors. SCA is the consequence of unrestricted cogent administrative choices, discriminatory resource amassing and distribution the critical industry elements, and elements market deficiencies. Reliable with a critical direction and the resource-based view elect that economic objects drive resource attainment decisions and those monetary factors in the firm's competitive and resource atmosphere initiative organization department and consequences (Zucker, 1995).

Opportunity usually refers to required and feasible future possibilities (Jarillo & Stevenson 1990). Opportunity identification is an intellectual process which through entities scrap to interact apparently unrelated “dots” to arise new things and new services (Baron, 2006). Earlier Studies has proposed that OI is associated with factors such as enterprising awareness (Kirzner, 2012). The impact of previous experience on OI has been well recognized in the previous studies (Arentz, Sautet, & Storr, 2013). In this study, eccentric knowledge and learning obtained from short resources are vital for organizations to recognize entrepreneurship chances. (Foss et al., 2008). Past Studies has proposed that open door recognizable proof can be identified with elements, for example, pioneering sharpness, interpersonal organizations, innovative perception authoritative learning and money related fulfilling (Lumpkin & Lichtenstein, 2005). Respectively, Bricolage allows new promoting firms to build a higher opportunity set (Duymedjian & Ruling, 2010). Second, Bricolage can allow organizations to form more divergent opportunities set. Due to its undecidability, trial-and-error, and national level developing features, short resources produced subjective, unpredicted, tacit, difficult to emulate learning and different kind services of resources at hand (Ruling & Duymedjian 2010). A higher level of learning commitment will create the learning environment that will inspire the production process and accumulate the empirical knowledge to a larger extent (Wang, 2008). The previous literature has provided a suggestion that there is a positive link between learning orientation and opportunity identification (Calantone, 2012). Cavusgil and Zhao, (2002) study shows that there is a positive link between opportunity identification and learning orientation.

The effect of previous studies on OI has been well acknowledged in previous studies (Arentz, Sautet, 2012). Studies shows that bricolage have significant impact on opportunity identification (Storr, 2013)

Literature suggested that there is a positive relationship between corporate entrepreneurship and opportunity identification (Thompson, 2010). MacMillan, (2002) suggested that corporate entrepreneurship have association with opportunity identification. For new promoting small organizations which are further possible to be a focus on resource inactivity (Gilbert, 2005).



Literature suggested that Bricolage have positive and significant impact on learning orientation (Gruber, 2008). Sustainable competitive advantage have effect on corporate entrepreneurship (Arentz, 2013). Now evidence in the literature found by researcher that shows the relationship between bricolage and sustainable competitive advantage. Literature suggested that learning orientation also have significant impact on corporate entrepreneurship (Simon, 2014). Corporate entrepreneurship mediates the relationship of learning orientation and firm financial performance. According to researcher best knowledge no evidence found in the literature that shows that corporate entrepreneurship and sustainable competitive advantage mediates the relationship between learning orientation, bricolage and opportunity identification.

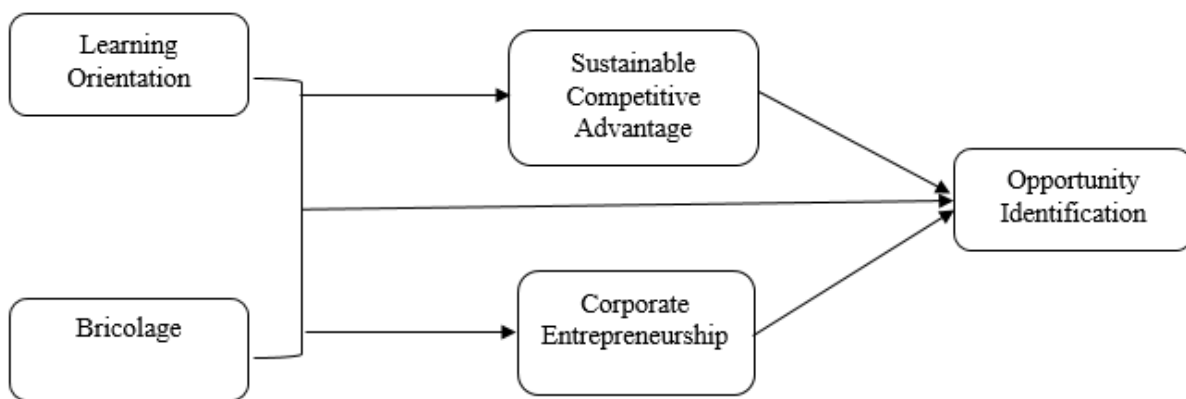


Figure 1 Conceptual Framework

3. HYPOTHESIS

- H1: Learning orientation have significant association with opportunity identification.
 H2: Bricolage have significant association with opportunity identification.
 H3: Learning orientation have significant association with sustainable competitive advantage.
 H4: Bricolage have significant association with sustainable competitive advantage.
 H5: Learning orientation have significant association with corporate entrepreneurship.
 H6: Bricolage have significant association with corporate entrepreneurship.
 H7: Sustainable competitive advantage have significant association with opportunity identification.
 H8: Corporate Entrepreneurship have significant association with learning orientation.
 H9a: Sustainable competitive advantage will mediate the relationship between learning orientation and opportunity identification.
 H9b: Sustainable competitive advantage will mediate the relationship between Bricolage and opportunity identification.
 H10a: Corporate entrepreneurship will mediate the relationship between learning orientation and opportunity identification.
 H10b: Corporate entrepreneurship will mediate the relationship between Bricolage and opportunity identification.

4. METHOD

The purpose of study in hand was to find the mechanisms through which bricolage is related to opportunity identification. For this purpose, we choose the population of employees working

in small and medium enterprises in Pakistan. Data was collected from individual's employees through self-administrated questionnaires from managers of SMEs. 230 questionnaires were distributed but excluded 29 which incomplete or missing data thus making the final Sample of 201 which shows a response rate of 87.39% out of 230.

Table 1 - Summary of Measures

1. VARIABLES	Reference	Total Numbers of items
Bricolage	Senyard et al, (2014).	8
Opportunity identification:	Ma et al. (2011)	3
Sustainable competitive advantage	Senyard et al., (2014)	6
Corporate entrepreneurship:	Zahra, (1996) & Yiu et al.,(2007)	14
Learning orientation:	Sinkula et al. (1997) & Calantone et al, (2002)	16

4.1. Measurement of Variables

The scale of each construct is measured on the five points Likert scale that involves 5= strongly agree, 4= Agree, 3=Neutral, 2=Disagree, and 1=Strongly Disagree. Demographic information of respondent including numbers of Employees SME's years of the inauguration and the position of employees. The instrument that is used in this study contains 47 items.

5. RESULTS

Table 2 - Demographics of the study

VARIABLES	Frequency	Percent
Number of Employees		
1-10	37	18.4
11-20	67	33.3
21-30	56	27.9
31-40	19	9.5
41-50	13	6.5
50-above	9	4.5
Year of inauguration		
1981-1990	1	1
1991-2000	60	60
2001-2010	108	108
2011-above	32	32
Position of Employees		
Top Managers	21	10.4
Middle Managers	100	49.8
Lower Managers	69	34.3
Non-Managerial Staff	11	5.5

Majority of Number of Employees is between 11-20 that contribute 33.3% in overall response, and frequency of a number of employees is 67 in the overall response. Majority of the firms have inauguration year between 2001-2010 and year of inauguration have 108 frequency in total response. Majority of the respondent is Middle Managers and position of employees have 100 frequency and 49.8 percent contribution in total response.

Table 3 - Correlation and Reliability Analysis

	Mean	1	2	3	4	5
1. Learning Orientation	3.75	(.776)				
2. Bricolage	3.97	.450**	(.821)			
3. Sustainable competitive advantage	3.66	.247**	.489**	(.673)		
4. Corporate Entrepreneurship	3.36	.290**	.194**	.367**	(.774)	
5 Opportunity Identification	3.80	.343**	.639**	.350**	.420**	(.660)

** . Correlation is significant at the 0.01 level (2-tailed)

Learning orientation has a positive highly significant association with bricolage and their r is .450**. Learning orientation has a positive highly significant association with a sustainable competitive advantage and their r is .247**. Learning orientation has a positive highly significant association with corporate entrepreneurship and their r is .290**. Learning orientation has a positive highly significant association with opportunity identification and their r is .343**. Bricolage has a positive highly significant association with a sustainable competitive advantage and their r is .489**. Bricolage has a positive highly significant association with corporate entrepreneurship and their r is .194**.

Bricolage has a positive highly significant association with opportunity identification and their r is .639**. Sustainable competitive advantage has a positive highly significant association with corporate entrepreneurship and their r is .367**. Sustainable competitive advantage has a positive highly significant association with opportunity identification and their r is .350**. Corporate entrepreneurship has a positive highly significant association with opportunity identification and their r is .420**. Reliability of each measure is also shown in the above correlation matrix diagonally and each measure have more than 0.60 reliability. Nunnally and Bernstein (2010) stated that if reliability is greater than 0.60 is considered acceptable.

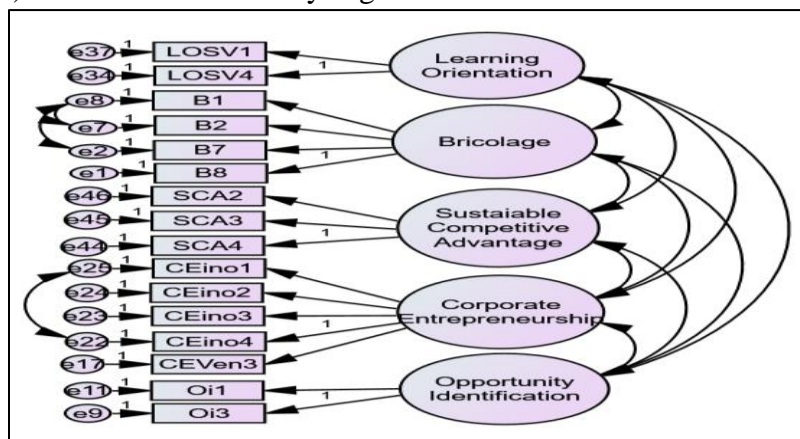


Figure 2 - Measurement Model

Table 4 - Fitness Summary of Measurement Model

Measure	Fitness Summary
CFI	.887
GFI	.888
AGFI	.832
CMIN/df	2.337
RMSEA	.082

CFI of Measurement model is .887 that is acceptable. GFI of our measurement model is .888 that is also acceptable. AGFI of our model is .832 that is permissible if it is more than .80 so it is acceptable. CMIN/df or our model is 2.337 that is permissible if less than 5 so it is acceptable. RMSEA of our measurement model is .083 that is acceptable if it is less than .10 so it is acceptable.

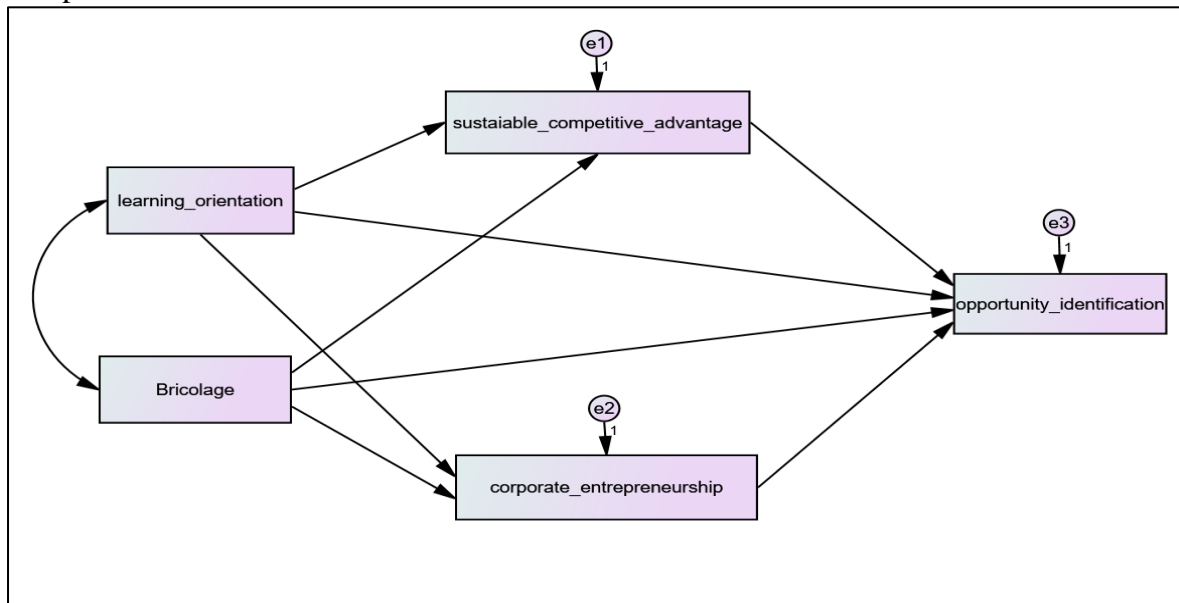


Figure 3 - Structural Equation Model

Table 5 - Standardized Regression Weights

	Estimates	P value
Sustainable competitive advantage <-- learning orientation	-.955	***
Corporate entrepreneurship <--- learning orientation	.236	.109
Sustainable competitive advantage <--- Bricolage	1.113	***
Corporate entrepreneurship <--- Bricolage	-.162	.068
Opportunity identification <--- sustainable competitive advantage	.146	***
Opportunity identification <--- corporate entrepreneurship	-.293	***
Opportunity identification <--- learning orientation	.040	***
Opportunity identification <--- Bricolage	.529	***

Table 6 - Mediation Analysis

	Direct effect Without Mediation	Direct effect with Mediation	Indirect effect	Results
LO-SCA-OI	.510***	.423***	.132**	PM
LO-CE-OI	.688***	.570***	-.015 (NS)	No Mediation
BR-SCA-OI	.628***	.870***	.059**	PM
BR-CE-OI	.652***	.904***	.025 (NS)	No Mediation

PM = Partial Mediation

Sustainable competitive advantage will mediate the relationship between learning orientation and opportunity identification. Corporate entrepreneurship will not mediate the relationship between learning orientation and opportunity identification. Sustainable competitive advantage will mediate the relationship between bricolage and opportunity identification. Corporate entrepreneurship will not mediate the relationship between bricolage and opportunity identification.

Table 7 - Summary of Hypothesis

H1	Learning orientation have a significant association with opportunity identification	Accepted
H2	Bricolage has a significant association with opportunity identification	Accepted
H3	Learning orientation have a significant association with a sustainable competitive advantage	Accepted
H4	Bricolage has a significant association with a sustainable competitive advantage	Accepted
H5	Learning orientation have a significant association with corporate entrepreneurship	Not Accepted
H6	Bricolage has a significant association with corporate entrepreneurship	Accepted
H7	Sustainable competitive advantage has a significant association with opportunity identification	Accepted
H8	Corporate Entrepreneurship has a significant association with a learning orientation	Accepted
H9a	Sustainable competitive advantage will mediate the relationship between learning orientation and opportunity identification	Accepted
H9b	Sustainable competitive advantage will mediate the relationship between Bricolage and opportunity identification	Accepted
H10a	Corporate entrepreneurship will mediate the relationship between learning orientation and opportunity identification	Not Accepted
H10b	Corporate entrepreneurship will mediate the relationship between Bricolage and opportunity identification	Not Accepted

6. DISCUSSION

Our results confirmed that the learning orientation has a significant association with the opportunity identification, managers of SME's believe that the firm ability for learning is an essential component of our competitive advantage. Since the learning process is the key value for the firm improvement and the learning-oriented culture is important for the SME's survival in the competitive market. Association between learning orientation and opportunity identification also confirmed that in SME's there is a commonality in purpose and all the managers of SME's are committed to working for the organization, all the managers of the SME's work for the organization and they view themselves as a partner of the organization.

Moreover, Bricolage also has a positive significant association with the opportunity identification and managers of the SME's are very confident in their abilities to find the new workable solutions by using existing resources and by accepting the new challenges although they lack in resources which facilitate to explore new ideas. Our results also suggest that sustainable competitive advantage also have positive relationship between opportunity identification, managers of SME's believe that their organization is more capable of research and development as compared to their competitors, and they also confident that their organization provide good quality products and services as compared to competitors, sustainable competitive advantage also mediate the relationship between the bricolage and opportunity identification. Results also show that corporate entrepreneurship does not mediate between the learning orientation and opportunity identification.

Result of this study also suggests that manager's willingness to perform better for the firm is essential for organizational success because, when the managers of the SME's are committed for their work better opportunities will be produced by using existing resources of the SME's.

7. CONCLUSION

While mostly the existing research on bricolage has examined bricolage as an instrument to manage resource restrictions in the framework of new endeavors, few researchers from previous studies have examined the trappings of short resources to find new opportunities in the context of new ventures. An intellectual view of entrepreneurship, in our study we reexamine bricolage that is an approach used to create the knowledge of the resources that we have. Thus, Hypotheses are developed to check the relationship of Bricolage, learning orientation, sustainable competitive advantage, corporate entrepreneurship, and opportunity identification.

So that Hypotheses are supported our results and the primary objective of this study is to examine the impact of learning orientation and bricolage on corporate managers' opportunity identification in SME's of Pakistan is fulfilled because our results proved that bricolage and learning orientation have a positive significant impact on corporate manager's opportunity identification. The secondary objective of this research is to analyze the mediating role of sustainable competitive advantage and corporate entrepreneurship between opportunity identification, learning orientation and bricolage is also fulfilled because hypotheses are supported our results. Our results of this study contribute to the previous studies in two aspects. First, the result of our study spread our understanding level of the roles that the bricolage and learning orientation play in smoothing corporate manager's opportunity identification in small



and medium enterprises of Pakistan. Second, basically, our sample comes from the SME's so the findings of this research make a contribution in the previous literature of the bricolage and the learning orientation by showing that bricolage and the learning orientation is not only beneficial for the large scale firms but also beneficial for the SME's.

The result of this research has a potential practical contribution that the managers of the small and medium enterprises could influence their bricolage activities to ascertain the new opening. We collect data only from 201 respondents from Lahore in future any other researcher can expand this research by increasing the numbers of the respondent or contribute in this research by change demographic region. The time horizon of this research is cross-sectional and the future researcher may use a longitudinal research design. In our study we consider only the general impact of the Bricolage and learning orientation without describing its patterns, actually Bricolage and learning orientation is a very broad term and other studies in the future may discuss the patterns of the Bricolage in detail.

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WORKPLACE INCIVILITY AND OUTCOMES IN THE ORGANIZATION: TESTING THE MEDIATING ROLE OF EMOTIONAL EXHAUSTION

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ABSTRACT

The purpose of this study is to explore the effects of incivility in workplaces on creative performance, employee's happy feeling and turnover. Mediating role of emotional exhaustion between the incivility of the workplace and other variables (innovative efficiency, employee satisfaction, and turnover. In this analysis, data collected from the sample study of 350 employees via private sector organizations. The purpose of this research is to study the association between incivility in the workplace, emotional fatigue, and outcomes of the workplace evaluated by creative efficiency, employee satisfaction and turnover intent. Equation of the structural modeling was being used to test five hypotheses based on resource management (COR) theory, and the theory of affective events (AET). Although employee incivility does have a positive effect on emotional stress and emotional exhaustion, it has a negative impact on satisfaction of job and the results of work, according to the analyzes. In addition, emotional exhaustion among the organization's workers has a positively effect on the intention of turnover. These findings suggest that it is required to consider emotional exhaustion playing a significant mediated role in order to understand the better connection between incivility of coworker and outcomes of the organization. This study is focusing in Pakistani context and giving benefit to the existing literature. The theoretical and practical implications of this analysis discussed together with its boundaries and possible research directions.

Keywords: Workplace Incivility, emotional exhaustion, organization

1. INTRODUCTION

Hershcovis et al., (2007) stated that, In past few decades there has been an increased attention of researchers to study different kinds of workplace violence and its bad impacts on persons and organizations. This study has focused on various aspects of behaviors which are aggressive in nature such as physical violence and harassment to minor types that is psychological aggression. These factors can serve as detrimental to the success of individuals and organizations, here comes workplace incivility. Since the late 1990s, incivility defined by the researcher at work in different ways.

Workplace violence can be seen as a continuum from non-physical workplace violence in the low-level to physical violence. Workplace physical violence attracts headlines; but, the more pervasive types of workplace abuse, such as workplace incivility (WPI), may have long-lasting effects on an organization. Recent research has concentrated on WPI's goals, participants, and results and found that WPI has significant workplace implications contributing to absenteeism,



decreased efficiency, and turnover. Studies reported that incivility in the workplace dramatically increases emotional exhaustion and also contributes to poor output of the job services.

Emotional exhaustion, described as 'feeling physically' over-extended and drained from emotional capital which is a human strain aspect that indicates the burnout: first step, Frequent interaction in customer service role. It has been shown that such high-level experiences are correlated with strong workforce rates of emotional exhaustion.

Incivility enhanced emotional exhaustion of service employees and, in addition, emotional exhaustion declined Its innate motivation for work. Incivility can occur through interactions between employees, or through interactions between customers and employees. Innovative job performance has organizational incivility impact on an employee and can be demonstrated by the theory of affective events. AET indicates that witnessing an uncivil behavior on the job will enhance feelings of Emotional impotence, and degradation of emotional capital of the employees (Hur, Moon and Jun 2016). (Lee, Yun and Srivastava 2013) found that these situational barriers could create a sense of restlessness and negativity about innovation, and eventually impede the creativity of an employee.

1.1. Research Questions

Incivility negatively effect on employees and organization as a whole. It is an obstacle for the development of the organization. Following are the research questions:

Question 1. Is there any linked between workplace incivility and innovative performance?

Question 2. Is there any association between workplace incivility and job satisfaction?

Question 3. What is connection between workplace incivility and intention of turnover?

Question 4. Does emotional exhaustion mediate the relationship between workplace incivility and innovative performance?

Question 5. Does emotional exhaustion mediate the relationship between workplace incivility and job satisfaction?

Question 6. Does emotional exhaustion mediate the relationship between workplace incivility and turnover intention?

2. SUPPORTING THEORY

The theory that advocates the variables of this study and establishes the relation between variables is the theory of affecting events and conservation resources. Affective event theory suggests that an employee's attitude and feelings reflect affective work habits, while cognitive-based activities are the strongest predictors of job satisfaction. The concept indicates that both positive and negative inducing like uplifts and hassles. Organizational emotional experiences are distinguishable and have a major psychological effect on the job satisfaction of the workers. Affective event theory therefore posits the connection between incivility at workplace, innovative efficiency, satisfaction of job, turnover intent and emotional exhaustion. Thus, resource management theory presents the variables in an acceptable manner as it depicts individuals attempting to obtain, preserve and protect valuable resources. This is a term related to tension. Stress is caused by loss of resources or otherwise loss intimidation.

2.1. Workplace Incivility and Innovative Performance



Innovative output is defined not as an individual concept but as a collection of innovation ability indicators. In general, a common criterion is used to define many methods to evaluate innovation. This assessment focuses on the creation of innovative goods, systems or business models as a real consequence of the performance of innovation-aligned organizational processes and efforts. Thus, innovation capabilities are an important part of generating new or improved results which decide innovative efficiency. Innovative performance measures thus represent capacities for innovation.

The success of innovation was evaluated across several metrics. This demonstrates three areas which are time-to-market, product quality and consumer value development. This defines versatility, efficiency constantly improved, and speed as performance indicators for innovation. Three fields have been illustrated: new product, product quality, and more rapid delivery. In another Hamilton performance innovation study is a function to time-to - market, product quality, and cost of development.

Hypothesis 1: Workplace incivility has a negative influence on innovative job performance.

2.2. Workplace incivility and Job Satisfaction

According to Carvan, 2005 that employment satisfaction has been extensively studied in organizational studies over the last four decades. Job satisfaction measured and defined from both aspects which is global construct and as a concept of multiple dimensions or facets.

The most commonly used job satisfaction definition for research is by Locke 1976, who defined it as. A satisfaction is the positive state that results from the evaluation of one's job or work experience “. Implication in the concept of Locke is the value of both affections, or emotions, and intellect or thought. We have feelings on what we think when we play. Alternatively, we think of what we feel when we have emotions. Therefore, cognition and effect are inextricably related, both in our psychology and also in our biology. Thus, when evaluating our jobs, as when we evaluate most of what is important to us, it involves both thinking and feeling.

Hypothesis 2: Workplace incivility is negatively related to job satisfaction.

2.3. Workplace incivility and turnover intention

Turnover intention is defined as 'the behavioral attitude of a person wishing to withdraw or withdraw from his or her current job or organization 'and has been established as an effective predictor of actual turnover. An employee's decision to leave the organization will cost individuals and organizations enormously (Lee et al., 2004). When subjected to uncivil actions, victims can experience difficulties in making sense of the situation and managing it. There may be anxiety, distress and resignation and eventually incivility targets may decide to leave the organization in an effort to avoid the source of stress (Sguera, Bagozzi, & Boss, 2011). Empirical proof supports this claim.

The findings of a study by Pearson, Anderson and Porath (2000) found that workers who encountered workplace incivility were considering quitting their employers. Similarly, Cortina et al. 2001 and Lim, Cortina and Magley 2008 found the correlation of uncivil interactions with turnover intentions. Past research has also shown that work incivility has a negative relationship with workplace satisfaction and efficiency but has a positive relationship with absenteeism, lateness, and turnover (Lim and Cortina, 2005, Penney and Spector, 2005, Rahim & Cosby, 2015). In other terms, incivilities lead to resignation (Rahim & Cosby, 2015).



Hypothesis 3: Workplace incivility is positively related to the turnover intentions of employees.

2.4. Workplace incivility and Emotional Exhaustion

Emotional exhaustion happens when emotional demands go beyond what an individual can afford during interpersonal interactions at work. When an individual works and has a severe stress-induced interpersonal conversation, emotional exhaustion may result in further emotional overextension.

When leadership involves interpersonal communication between the boss and the subordinate, coercive management of subordinates may also cause emotional exhaustion. The core component of job burnout is emotional exhaustion. It is characterized by feelings of fatigue and tiredness, a lack of energy and the depletion of the emotional resources of an individual. The first step of the burnout cycle is known as emotional exhaustion (Gaines and Jermier, 1983).

The COR theory offers a useful philosophical context in how and why emotional exhaustion affects coworker incivility. Emotional exhaustion arising from psychological tension and emotional demands placed on humans resulting continued physically and mentally degradation caused by high time and energy demands, and constant stress. COR theory believed that people are firmly committed to the acquisition and safeguarding of resources (e.g. emotional energy and socio-emotional support), particularly in organizational settings.

The following hypothesis on the basis of the theoretical reasoning addressed above, and previous findings on this topic:

Hypothesis 4: Coworker incivility is positively related to emotional exhaustion.

2.5. Mediating role of Emotional Exhaustion

Emotional exhaustion at work causes various negative results, particularly in terms of workplace performance and commitment, employee satisfaction and turnover rate. Emotional exhaustion represents a form of strain caused by stressors in the workplace. Since it acts as a specific predictor of work life potential for calculating the cumulative impact of stress at work "(Gaines & Jermier, 1983, P. 568), mental fatigue is considered central to the problem of burnout (Shirom, 2008).

Our analysis in progress focused on emotional exhaustion, whereby employees feel tension and disappointment because they risk being unable to perform reliable work. One of the researchers suggest that exhaustion is not simply the mental experience of someone but that it also "prompts behavior to remove oneself from one's job emotionally and cognitively." This example suggests it again that the idea from COR theory that emotionally drained individuals should concentrate on minimizing additional resource losses and use withdrawal coping strategies where possible. Lee and Ashforth (1996) claim that emotional fatigue is caused when people believe like they do not have adequate resources to balance the stressors that threaten them.

Hypothesis 5: Emotional Exhaustion mediate the relationship between Workplace incivility and organizational outcomes (innovative performance, job satisfaction and turnover intention).



3. RESEARCH MODEL

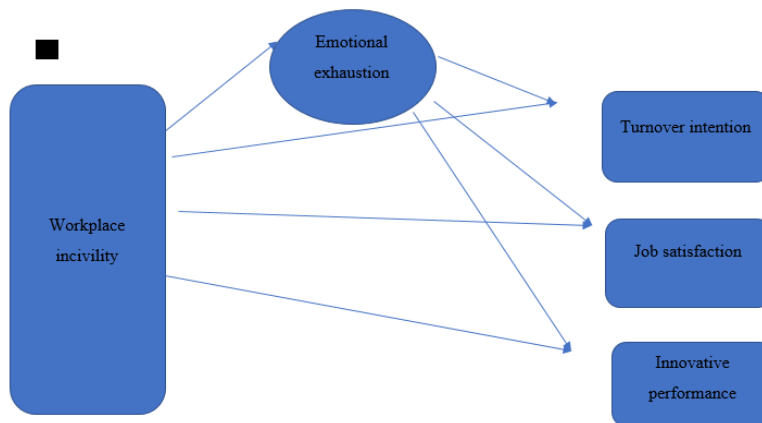


Figure 2.1: Research Model of Workplace Incivility and outcomes in the organization: testing the mediating role of emotional exhaustion

4. RESEARCH METHODOLOGY

This paper contains the comprehensive processes and methodologies for following the study goals and achieving the accurate results. The present study opts to investigate the impact of workplace incivility on innovative performance, satisfaction of job and intention of turnover also to evaluate the role of emotional exhaustion as a mediator. Therefore, this research advances the inquiry into causality because there is a need to identify extent and nature of cause-and-effect relationships. Pakistan's private sector organizations are considered to pursue the study goals. Data obtained from 350 online questionnaires are presented in this report. The sample for analysis is believed to be representative of the entire population of employees employed in Pakistan's private sector organizations. It will be recommended that the results be generalized to Pakistan's overall private sector organizations. Data collected through factories workers located in Lahore, Faisalabad, Karachi, Islamabad.

In a research investigation, an essential feature is in general unit of analysis. Individuals, various communities, organizations, and societies may be one unit of study. Study focused on investigating employee actions within an organization. Individual employees are the unit of analysis for this study to examine the impact of workplace incivility on innovative performance and the role of emotional exhaustion as mediator. This study took into consideration Pakistan's private sector organizations because of its scarce resources the profit organizations want maximum financial results. This makes the conduct in the workplace a little bit difficult for employees particularly in developing countries like Pakistan.

4.1. Population and Sample

The population utilized in this study involves the employees working under different private sector of Pakistan. Private sector is a big portion of the overall employment opportunities in Pakistan. In private sector manufacturing as well as service organizations are addressing the needs of customers in better possible ways. Private sector profit organizations not only make a major contribution in the economy of Pakistan. Also, they disseminate the message through

their corporate disclosures and attract the foreign investors as well as international brands and increase the recognition of Pakistan as a new emerging and developing country.

Employees are chosen because they are the target of incivility in private sector organizations. Supervisor, customers and coworkers are involved in incivility. Job demands and workload are high in private sector and quality work is demanded from employees in a short time. They are required to behave according to set standards and rules of the organization. Rigid environment prevails in this sector. Workers are rewarded on the basis of their outstanding performance. Good working environment are provided to them so that they can work with concentration. Private jobs are contract based and employees are downsized when the company is facing hard time in financial terms.

Firstly, the analysis of single linear regression was carried out to evaluate the causal linkage between the workplace incivility and other variables i.e.; Innovative performance, Job satisfaction and turnover intension. Since testing the effect of independent variable on dependent linear regression analysis is a suitable test to obtain authentic results. On the basis of regression analysis, we can accept or reject our hypotheses. For the recent study, researchers carried out to find out the mediated regression analysis.

4.2. Pilot Testing

For pursuing an academic thesis, it is often recommended to run a pilot test before conducting a large-scale analysis. This approach is quite proactive to manage the upcoming errors. Pilot testing also help to avoid the risks of time and resource losses. So that for present analysis a pilot test was conducted on 30 questionnaires to find the results are according to the hypothesized directions or not. After this analysis it is found that there was no significant potential problem seemed.

5. RESULTS

Descriptive statistics include clear elaborate of the sample size and the observations made about the results. It informs us the primary data information that have been obtained, such as sample size, min and max value, mean value and standard data deviation. In addition, descriptive statistics has a large amount of data in organized and condensed form.

This study presents the descriptive statistics of the various variables used in the study. Minimum, maximum, and average values were reported for each variable, along with mean and standard deviation. Information of the variables were given for the data collected in the third and fourth column in the first column of the table, sample size of the analysis in the second column and minimum / maximum mean values. Instead of using fractions, data is recorded in whole values. The mean value for Workplace Incivility is 19.39 with standard deviation of 5.07. Emotional exhaustion has mean value of 27.42 and standard deviation of 5.87. Innovative performance indicates a mean of 36.61 with standard deviation of 7.98. Job satisfaction is 9.52 with standard deviation of 2.92 and turnover intention has mean value of 9.56 with standard deviation of 2.92.

Correlation analysis reveals the extent to which two variables interrelate. In present study correlation analysis is carried out to evaluate the relationship between workplace incivility, emotional exhaustion, innovative performance, job satisfaction and turnover intension. Correlation analysis exhibits the extents to which two variables vary from each at the same



time. Although, on basis of correlation analysis we reached a conclusive argument that the relationship between two or more variables exists or not, however to accept or reject the hypothesis we carry out the regression analysis in addition.

While doing correlation analysis, the value of Pearson correlation analysis reveals the nature and strength of relationship between two variables. This value of Pearson correlation ranges from -0.1 to 0.1, negative and positive signs show the nature of variables. A negative value shows the negative relationship, for instance by increase in one variable there must be a decrease in other variable and it would be called indirect relationship.

Similarly, positive value shows the positive relationship between two variables. In other words, the increase in one variable will create the increase in other variable and this is called direct relationship. However, the strength of relationship depends on the distance of the Pearson correlation from zero. Greater the distance, greater would be the strength of relationship either in negative or positive sense. The zero value means no relationship between two variables.

Table: Means, Standard Deviation, Correlation

S.NO.	Variables	1	2	3	4	5
1	Workplace incivility	1				
2	Emotional exhaustion	0.012	1			
3	Innovative performance	-0.013	0.128*	1		
4	Job satisfaction	0.163**	0.018	-0.032	1	
5	Turnover intention	-0.022	-0.020	-0.061	0.147**	1

Workplace incivility and job satisfaction were significant with $r = 0.163^{**}$ and $p_i 0.01$. The correlation between workplace incivility and emotional exhaustion with values of $r = 0.012$. Correlation between workplace incivility and innovative performance were with negative values of $r = -0.013$. The correlation workplace incivility and turnover intention were negative with values of $r = -0.022$. Correlation between emotional exhaustion and innovative performance were values of $r = 0.128^*$. Correlation between emotional exhaustion and job satisfaction were values of $r = 0.018$. Correlation between emotional exhaustion and turnover intention were negative with values of $r = -0.020$. Correlation between innovative performance and job satisfaction were with negative values of $r = -0.032$. The correlation innovative performance and turnover intention were negative with values of $r = -0.061$ and the correlation between job satisfaction and turnover intention were significant with $r = 0.147^{**}$

While regressing workplace incivility against emotional exhaustion, the R^2 value of the model turns out to be 0.027 with a 0.002 p value. The beta coefficient value turned out to be 0.163 with a 0.002 p value, which suggests that workplace incivility explains around 16% variance in emotional exhaustion.

Similarly, while jointly regressing workplace incivility and emotional exhaustion against innovative performance, job satisfaction and turnover intention, the R^2 value of the model turns out to be significant with 0.000 with a 0.990 p value.

The beta coefficient values for workplace incivility and emotional exhaustion turn out to be -0.001 and 0.053 respectively having 0.990 and 0.327 p values, which suggests that when taken together, emotional exhaustion predicts around 53% variance in innovative performance, job



satisfaction and turnover intention, while workplace incivility explains around 0.1% variance in innovative performance, job satisfaction and turnover intention in a negative direction.

In the regressing, Emotional exhaustion mediates between workplace incivility and dependent variables i.e. innovative performance, job satisfaction and turnover intention. In this model, R2 turns to be 0.003 with 0.610 ρ value.

The beta coefficient value of emotional exhaustion and workplace incivility turns out to be 0.054 and -0.010 with ρ value of 0.320 and 0.861. However, this depicts that emotional exhaustion shows 54% variance and workplace incivility shows 10% in negative direction.

6. DISCUSSION

The key purpose of conducting this study is to find out the answers of numerous questions which were unanswered concerning the relationship of workplace incivility and innovative performance, Job satisfaction and turnover intention. Particularly in the context of Pakistan. Along with other variables i.e. emotional exhaustion which is evaluated as mediator. As the first hypothesis H1, which depicts that incivility in the workplace has a detrimental impact on approvals for creative job results. As workplace incivility erodes the standards of the organization and uncivil behavior by supervisor, coworkers and customers decrease employees work performance and perceived belongingness to the organization. So, the second hypothesis H2 is accepted, showing a negative connection between incivility at workplace and satisfaction of job. It means the independent variable (incivility at the workplace) has a major positive impact on satisfaction of worker.

Emotional exhaustion act as a mediator between the relationship of workplace incivility and other variables i.e. innovative performance, satisfaction of job and intention of turnover. Hence the third hypothesis H3 is accepted. It means that emotional exhaustion mediates the linkage between workplace incivility and innovative performance, satisfaction of job and intention of turnover.

7. CONCLUSION

In this study I have established a domain of workplace incivility impact on dependent variables i.e. innovative performance, job satisfaction and turnover intention, which is the most important and popular domain in the current era in which many organizations are facing the phenomena of incivility.

The main purpose of this study is to define the effect of workplace incivility on dependent variables i.e. innovative efficiency, job satisfaction and turnover intention. Furthermore, this study showed the role of emotional exhaustion as a mediator of the relationship between workplace incivility and dependent variables, i.e. innovative performance, work satisfaction and turnover intention. Data for the analysis of this study were collected through 350 online questionnaires.

This study and the suggested hypotheses are being buttressed through conservation of resources theory. The main benefit of this research is that this research has made a major benefit to the existing literature, as insufficient work has been done to study the effect of workplace incivility on innovative efficiency, job satisfaction and turnover intention in addition to emotional exhaustion as mediator. In this study, there are 5 hypotheses which are being tested and analyzed according to the Pakistani setting. Additionally, H1 is being accepted according



to the Pakistani context. H2 is being accepted, H3 is also being accepted and H4 also accepted according to the context of Pakistan but H5 is rejected along with the backing of previous literature and multiple negative workplace results.

8. LIMITATIONS OF RESEARCH

As each one study has some reservations, this research also has some limitations which occurred primarily due to time constraints and limited resources. As data were collected from the private sector organizations of Pakistan, hence the results might be relatively different if the data will be collected from other domains of organizations in Pakistan. Even many of the employees were not interested in filling the questionnaire so persuading them was a hard job. Another drawback in this study was the use of convenience sampling, as convenience sampling is used to unsystematically collect data from a small population, it restricts the generalizability. Hence, the results might not be extensively generalized. As, it is deduced after analysis that some results are not the same as what was anticipated in regard with the preceding literature and researches, primarily due the highly power distance culture, for this reason, the findings in a non-Pakistani context may not be important.

9. FUTURE RESEARCH DIRECTIONS

The model will be investigated in this study for the effect of workplace incivility on dependent variables i.e. innovative efficiency, job satisfaction and turnover plan, but these variables can be studied with other aspects of dependent variables for future directions, along with enrichment in the supervisor subordinate relationship through other factors such as showing civility toward each other in the organization and adopting proper communication skills by following norms and standards of the organization.

In addition, the study on workplace incivility and dependent variables i.e. innovative performance, job satisfaction and turnover intention requires more consideration of scholars, because these variables can more be studied in public sector organizations of Pakistan where workplace incivility is present i.e government schools, government hospitals, government organizations by relating these sectors with such domain where incivility is prevalent in jobs. Hence, this study could be more elaborated and enhanced by following a lot of future research rules.

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IMPACT OF SOCIAL CAPITAL AND KNOWLEDGE SHARING ON ORGANIZATIONAL PERFORMANCE WITH MEDIATING ROLE OF CREATIVITY.

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ABSTRACT

The aim of this study is to explore the impact of social capital and knowledge sharing behavior of the employees on the organizational performance with the mediating role of creativity in the organization. This is the empirical study among the small and medium enterprises operating in the large cities of Pakistan like Lahore, Gujranwala, and Sialkot. Questionnaires consisting of 51 questions circulated in Lahore, Gujranwala, and Sialkot among small and medium-sized enterprises collected the data. The data were gathered from the small and medium business managers. The survey gathered information from respondents using questionnaires (mailed or personally administered), telephone calls, etc. The knowledge sharing and social capital have highly significant impact on organizational performance. Organizational creativity highly positively mediate the impact of social capital on organizational performance but in case of knowledge sharing it is negatively significantly mediate the impact of knowledge sharing on organizational performance in Pakistan. The results also support the mediating role of creativity. If the employees of the organizations are more creative and are more curious about new things that will definitely enhance the performance of firms in Pakistan.

Keywords: Social capital, Knowledge sharing, Creativity

1. INTRODUCTION

Organizational social capital is generally understood as the ability of the individuals in the organization to work for the common welfare, and networking and trust are most often used to characterize organizational social capital. Instantiated informal norms promoting cooperation between two or more individuals (Sözbilir, 2018). Social networks provide social ties (trust, reciprocity, shared standards) and tools (information flows and exchanges, funding, and expertise) that can promote individual or collective benefit (Kinder Jr, 2017). Social capital is "the individual or community goodwill" Every individual within the team may establish their own social capital consisting of "the amount of actual and potential resources embedded within, accessible via, and derived from the network of relationships that an individual or social unit possesses (Petter, Barber, & Barber, 2019). The transfer or distribution of information from one individual or community into another is known as knowledge sharing (Irai, 2018). Exchange of information is strengthened by cooperation, which can be established by culture, friendship, confidence and faith in others (Samadi, 2015). Organizations function in volatile conditions that challenge the whole of their life. Therefore, companies in the Structural Equation modeling methodology have begun to rely on tools other than measurable ones in order to address the multiple challenges that they face. Referring to the knowledge-based perspective, knowledge is considered one of the organization's key resources that is detrimental to the existence of the company (Obeidat & Tarhini, 2016).



One of the most critical aspects of the productivity of the workers is information sharing. Awareness, however, cannot be passed without the will of the giver and the receiver. Knowledge sharing depends on the habit of an individual; it would not be successful for cooperation and willingness to give or receive knowledge transfer otherwise. Often, apart from the training and education of employees, the exchange of knowledge, information and mentoring from others can have a significant impact on the pace and innovation of the employees and therefore satisfaction of both parties (Dario, 2019). Knowledge transfer is characterized as an exchange of organizational knowledge between a source and a recipient in which the exchange consists of information and advice on resources and relationships. This concept implies that organized information is coupled with the experiences of a recipient to build capacity for action (Fleig-Palmer, 2009).

Creativity is deemed to be a latent feature underlying creative behavior. Researchers often define creativity as the development of spontaneous invention and useful ideas and in science the originality and usefulness of knowledge is the subject of creativity (Dario, 2019). Creativity is commonly characterized as the development of new ideas, products or procedures, and potentially useful ideas. In 2011 creativity theory was expanded and was divided into two distinct forms: Revolutionary and Gradual. It was suggested that innovative innovation would propose new, set-up structures or processes, but incremental innovation only offers slight changes to current practices and products. Prior studies found that inherently motivated, problem-driven creative ideas contribute positively to radical creativity while extrinsically motivated and solution-driven ideas are closely related to incremental creativity (Y. Zhang, Li, Song, & Gong, 2020).

Some people believe that creativity is a talent, and some think it is a controlled process and link it to the ability to consciously reason creativity and knowledge through analogy. (Dario, 2019). Innovation is a fundamental driver of a company's long-term survival, profitability and growth in a competitive global environment (Sanchez-Famoso, Pittino, Chirico, Maseda, & Iturralde, 2019). Small enterprises play a crucial role in driving innovation and creating jobs. In fact, in the United States, 27 million small enterprises account for more than 60 per cent of all U.S. workers and produce 13 times more patents than large companies. Small business high-tech companies have the ability to promote economic growth and development through industrial ingenuity, innovation and technological advancement (Hallam, Dorantes Dosamantes Carlos, & Zanella, 2018).

2. LITERATURE REVIEW

2.1. Social Capital

The initial research on social capital originated in communities and proposed that a strong network of community relationships would form the basis of trust, cooperation and action. Subsequently, social capital was commonly used to investigate different social aspects. For example, the green supply chain management and firm performance of human capital development. The theory of social capital demonstrates the relationships between companies and participants and clarifies the value of cooperative behavior (Q. Zhang, Pan, Jiang, & Feng, 2019). The primary viewpoints of the social capital theory are that relationship networks reflect essential resource transfers, information flows and knowledge transfer for the individual in the



network, business relationships are another extension of social capital that allows organizations better understand their customers' needs, thereby allowing organizations to identify new customer niches and obtain a market (Liu, 2017). The primary viewpoints of the social capital theory are that relationship networks reflect essential resource transfers, information flows and knowledge transfer for the individual in the network, business relationships are another extension of social capital that allows organizations better understand their customers' needs, thereby allowing organizations to identify new customer niches and obtain a market (Liu, 2017). Social capital increases the efficiency of tourism organizations and reduces tensions within the group (Liu, 2017). Social capital literature also supports the notion that social capital promotes the transfer of expertise, and is the source of complex organizational power (H. Zhang, Gupta, Sun, & Zou, 2019). Recent improvements in production and business behavior have led to small and medium-sized enterprises (SMEs) implementing approaches that can help increase efficiency and ensure long-term sustainability for their firms. Nonetheless, a major problem faced by SMEs around the world is limited access to business funds (capital) and also human resource management issues (Boohene, Gyimah, & Osei, 2019).

H1: Social capital has significant positive impact on organizational creativity in organizations.

H2: Social capital has significant positive impact on organizational performance.

2.2. Knowledge sharing

Since the advent of the digital revolution, knowledge management has become a very important aspect of every enterprise, in particular the exchange of knowledge. According to Marshall, if one were to have "intelligence in the air" or experience at cluster level, cluster undertakings would benefit from a range of directions beyond the manufacturing climate. Such accesses are made by specific protocols, rules and languages for knowledge storage and sharing in industrial clusters (Han & Chen, 2018). Knowledge is conceptualized as codified knowledge, including perspective, understanding, meaning, experience, wisdom, and so on, enhancing the interest of a firm and achieving its goals, purpose, and vision. Jobs-related information is an important element in an organization that defines an employee's career success, along with his / her skills and abilities (Nielsen et al., 2011). Prior literature clearly indicates that the influence of successful transfer of information on the efficiency of a business depends on the absorptive capacity of the organization, namely its ability to translate and adapt this information to its own environment. Owing to the complexity of organizational settings, pure transfer of useful information may not have a direct impact on the output of an organization. (H. Zhang et al., 2019). Although many studies show the direct effects of SC on buyer-supplier performance (RP), the mechanisms enabling companies to transform into performance are rarely discussed in an integrative framework (Sukoco, Hardi, & Qomariyah, 2018). Much research has recognized the value of KS, exploring how organizational, team, individual or other factors such as culture / climate, management support, rewards / incentives, diversity, perceived benefits and costs, interpersonal trust and fairness, belief in information ownership and so on affect KS (Wang, Wang, & Liang, 2014). KS refers to the operation that transfers or shares information in different forms from one individual, community, or organization to another. KS focuses primarily on the information collection and dissemination process and contributes to knowledge sharing, implementation and development, and eventually knowledge-based



capability within the organization (Wang et al., 2014). Every 700 retirements would mean the loss of 27,000 years of experience and knowledge, leading to corporate amnesia, according to a report from Harvard Business Review. The firm's Information and Capability-Based View stated that information is the most important tool leading to the organizations' value development and competitive advantage (Elmi, 2020).

H3: KS has significant positive impact on organizational creativity in organization

H4: KS has significant positive impact on organizational performance.

2.3. Creativity

Creativity is a positive change in perception that leads to ideas, inventions and ideas. Another recent research indicates that creative activities may provide a framework for reducing isolation and promoting work-related social bonds. The findings suggest that making innovative goods made participants feel as if something very important was being revealed about themselves. (Dario, 2019). Many theorists and professionals have often praised imagination as it serves as a spark for societal advancement, growth and progress. Consequently, in recent centuries theory and analysis have devoted considerable attention to identifying factors which promote innovation in the workplace (Y. Zhang et al., 2020). Because winning the battle for creativity is ostensibly so essential to company progress and sustainability, the nature of creativity has been extensively explored by management scholars and similar disciplines. (Khessina, Goncalo, & Krause, 2018). The owners / managers of small and medium-sized businesses must be bold enough to abandon their comfort zone, find new markets and conquer new regions and new continents so that workers can comply. With the right growth strategy, small and medium-sized companies will establish their own community of innovators without requiring knowledge from outside the company (Hanifah, Halim, Ahmad, & Vafaei-Zadeh, 2019). Innovation is a fundamental engine of the long-term sustainability, productivity and success of a business in a dynamic global setting (Sanchez-Famoso et al., 2019).

H5: Organizational creativity has significant positive impact on organizational performance.

H6: Organizational creativity mediates the impact of social capital on organizational performance.

H7: Organizational creativity mediates the impact of KS on organizational performance.

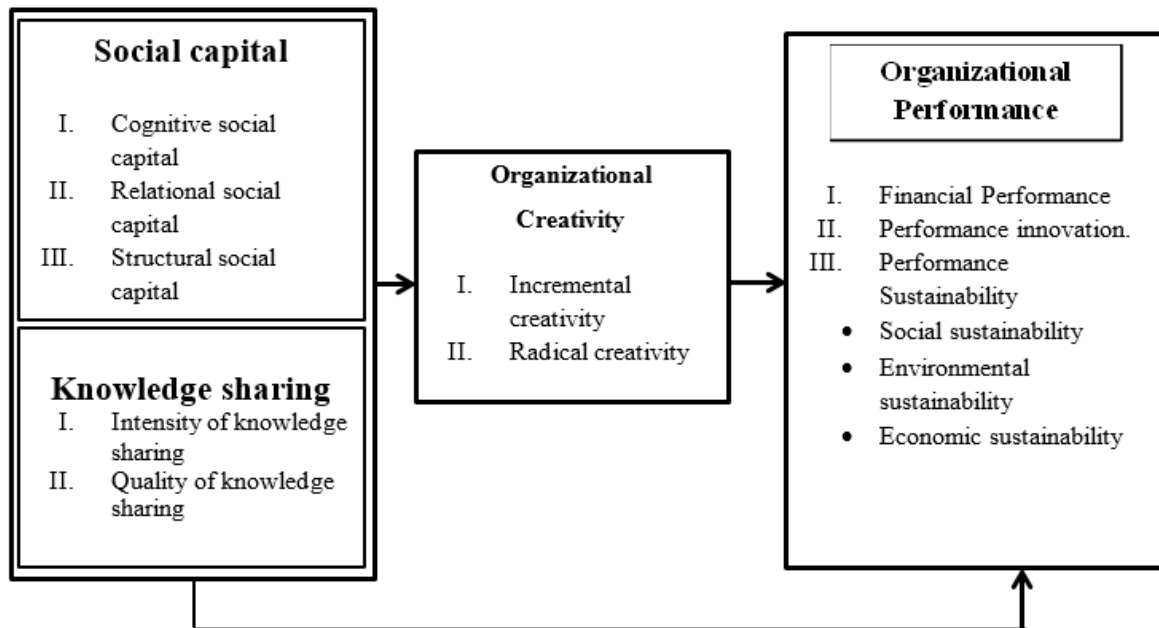
Sustainability was defined as "development that meets present needs without compromising future generations' ability to meet their own needs." Increasing commitment to sustainable development activities as a source of competitive advantage (S. H. Lee, 2016).

Sustainability and environmental concerns are increasingly emerging as one of the most critical topics for strategic industry, management, manufacturing, and decision taking regarding product growth. (Danish, Munir, Nazir, Abbasi, & Hunbal, 2013).

Recently, scholars have given attention to the impact of information management, as well as the influences fostering the connection between awareness and organizational performance. (Imran, Ilyas, Aslam, & Fatima, 2018).

The Conceptual framework of this study is as follows:





3. RESEARCH METHOD

For this study non-contrived research setting was used as intervention of researcher is minimal. The quantitative research approach was used to collect the data. Population for this study is small and medium enterprises located in Lahore, Gujranwala, and Sialkot and unit of analyses for study were the managers of those organizations. The convenient sampling technique was adapted to select the sample for research. Questionnaires composed of 56 questions circulated among small and medium-sized enterprises in Lahore, Gujranwala, and Sialkot collected the data. Out of 300 surveys, 250 full-filled questionnaires were returned. Data was gathered and later the SPSS and AMOS program tested to find out the findings for further analysis & proposals. The overall response rate was 83%.

The measurement items which are used in this study are obtained from literature and minor adjustments were made to the items. There are four variables in this study including SC, KS, organizational creativity, and organizational performance. OP is measured in three perspectives including financial performance, sustainable performance, and performance innovation. Each respondent completed the question for four variables. Each variable to measure the constructs are labeled with its Cronbach's alpha. Items of the social capital ($r=0.904$) were adapted from (Petter et al., 2019), items of knowledge sharing ($r=0.878$) were adapted from (J. Lee, 2018), items of creativity ($r=0.849$) were adapted from (J. Lee, 2018), and as it is already described that performance of organization (0.923) is measured in three perspective: items of financial performance and performance innovation were adapted from (Huang, Lai, & Lo, 2012), and items of performance sustainability were adapted from (Abbas & Sağsan, 2019). The element scales were measured from strongly disagree (1) to strongly agree (5) on a 5-point Likert Scale. Multiple questions were asked to get demographic details from the respondents towards the end of the survey, such as gender, age, marital status, company experience and size.

4. DATA ANALYSES AND INTERPRETATIONS



The reliability of the information collected was analyzed through cronbach alpha. The collected data was analyzed through strategic package of social science(SPSS) and analysis of a moment structure(AMOS) software. The final items used to complete processing of data were 56.

Table 1 illustrates the descriptive statistics of study:

Variables	Mean	Std. Deviation
Social capital	3.6884	0.66008
Knowledge sharing	3.4637	0.58635
Organizational creativity	3.8774	0.67137
Organizational performance	2.3063	0.39592

Table 4 demonstrates the estimation mean values ranges from 2.3 to 3.8. Also, value of standard deviation is fluctuating from 0.39 to 0.67. Which is satisfactory.

Table 2. Correlation analyses

		1	2	3	4
1	Social Capital	1.00			
2	Knowledge Sharing	.722**	1.00		
3	Organizational Creativity	.604**	.622**	1.00	
4	Organizational Performance	.524**	.529**	.632**	1.00

** . Correlation is significant at the 0.01 level (2-tailed).

The relation between the constructs is shown in Table 6. The table above indicates that there was a strong relationship between social capital and knowledge sharing with $r=0.722$, so it is a rather good correlation between SC and KS. The SC is an important associate to $r=0.604$ with OC, implying its strongly positively correlated. With $r=0.524$, the SC has a strongly positive connection to organizational performance. Table shows a strongly positive association of KS to OC as $r=0.622$. Also, the KS has a strongly positive association with the organizational performance of $r=0.529$. At last table expand the OC is strongly positively associated with the performance of the organization as $r=0.632$.

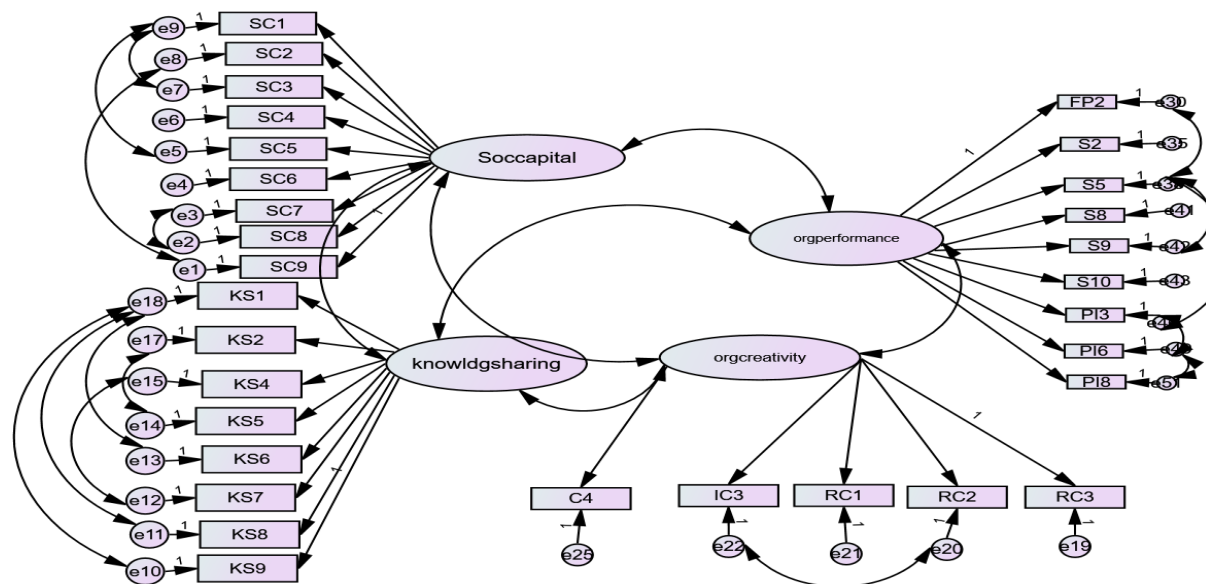


Table 3. Fitness Summary

Model	Hypothesized	Thresholds
CMIN/DF	2.446	< 3
RMR	.048	Closer to 0
GFI	.800	≥ 0.9
AGFI	.760	≥ 0.8
CFI	.865	≥ 0.9
RMSEA	.077	< 0.08

In current study research examine the impact of knowledge sharing and social capital on organizational performance with the mediating role of organizational creativity the overall model was acceptable. As the value of CMIN/DF is 2.446 which is less than 3, RMR is .048 which is near to zero, GFI is .800 is less than 0.9, AGFI is .760 less than threshold 0.8, CFI is .865 less than 0.9, RMSEA is .077 which is less than 0.08. That is acceptable.

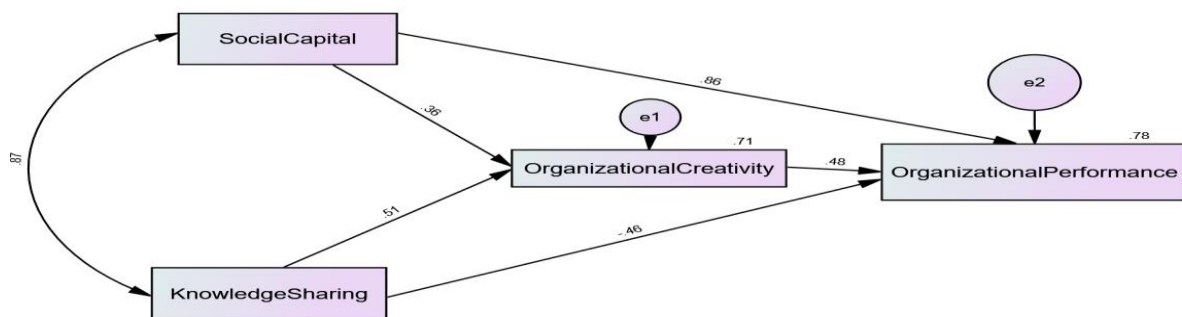


Table 4. Standardized Regression Weights

PATH	Estimate	P
OC ← SC	.362	***
OC ← KS	.508	***
OP ← OC	.478	***
OP ← SC	.855	***
OP ← KS	-.459	***

SC= social capital, KS= knowledge sharing, OC= organizational creativity, OP= organizational performance.

Table illustrates that Organizational creativity mediates the impact of social capital on organizational performance in which direct beta without mediation is 0.86 & with mediation is 0.855 while indirect beta is 0.173 and it is partial mediation as all paths are significant.

Table also reveals that Organizational creativity mediates the impact of knowledge sharing on organizational performance in which direct beta without mediation is 0.46 & with mediation is 0.459 while indirect beta is 0.243 and it is partial mediation as all paths are significant.

Table 5: Mediation Result and Path

Mediation Path	Direct Effect W/O Mediation	Direct Effects W/Mediation	Indirect Effects	Mediation Result
SC → OC → OP	0.86***	0.855**	0.173**	Partial mediation
KS → OC → OP	0.46***	0.459**	0.243**	Partial mediation

*** p<.001

Table illustrates that Organizational creativity mediates the impact of social capital on organizational performance in which direct beta without mediation is 0.86 & with mediation is 0.855 while indirect beta is 0.173 and it is partial mediation as all paths are significant.

Table also reveals that Organizational creativity mediates the impact of knowledge sharing on organizational performance in which direct beta without mediation is 0.46 & with mediation is 0.459 while indirect beta is 0.243 and it is partial mediation as all paths are significant.

H1 and H2 fully supported and prove that there is statistically highly positive significant impact of social capital on organization creativity and on organizational performance and these results are similar with (Sözbilir, 2018)

H3 and H4 shows that knowledge sharing has positive significant impact on organizational creativity and organizational performance, which is fully supported after analyses. And these results are also similar with (Danish et al., 2013) and (J. Lee, 2018).

H5 shows that organizational creativity has significant impact on organizational performance which is also fully supported and proves that organizational creativity has highly positive significant impact on organizational performance. The results of this hypotheses are are similar with (Barrett, Balloun, & Weinstein, 2005)

H6 organizational creativity mediates the impact of social capital on organizational performance which is fully supported and results prove that it is statistically highly positive significantly mediate the impact of social capital on organizational performance. And the results of this hypotheses are also similar with (Sözbilir, 2018)

H7 shows that organizational creativity mediates the impact of knowledge sharing on organizational performance which is also fully supported after analyses. The results prove that the organizational creativity highly negatively and significantly mediate the impact of knowledge sharing on organizational performance.

5. CONCLUSION AND RECOMMENDATION

The study examines the impact of SC and KS on organizational performance in three perspectives including (financial performance, sustainable performance, and performance innovation).organizational creativity mediates the impact of SC and KS on organizational performance. The KS and SC have highly significant impact on organizational performance. Organizational creativity highly positively mediate the impact of SC on organizational performance but in case of KS it is negatively significantly mediate the impact of KS on organizational performance in Pakistan .The findings of the study support the title of the research that if the organization built an environment to promote the cooperation among the employees that will definitely leads to improve the performance. And results also prove that if the worthwhile and reliable knowledge which is beneficial for the organization is timely and



frequently shared with the relevant authorities it will also cause the organizational performance to be more improved in Pakistan. The results also support the mediating role of creativity. If the employees of the organizations are more creative and are more curious about new things that will definitely enhance the performance of firms in Pakistan.

These findings help us to classify potential research guidelines. Firstly, the sample of this study includes the SMEs in Pakistan. Therefore, a first course of research is concerned with the need to conduct many experiments aimed to check our results in various countries. Cross-countries investigation can enhance our findings to be generalized. Therefore, the research will be done in future via interviews. For the potential for this work be conducted in a wide variety of areas. Furthermore, work can be performed by increasing the sample size and may also be used for the future analysis in the last quantitative process

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EVALUATING THE BARRIERS IN SUSTAINABILITY OF E-GOVERNANCE IN PAKISTAN

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ABSTRACT

The study is aimed to identify, investigate, evaluate and unveil the underlying structure of the barriers of sustainable e-governance. It further classifies the obstacles into four classes on the basis of their degree of relevance to the system. The study design encompasses on literature review, collection of data from experts of e-governance and analysis thereof. Two different structural methodologies (i.e. Interpretive Structural Model (ISM) and Cross Impact Matrix Multiplication Applied to Classification (MICMAC) have been used to achieve the objectives of the study. As a result, a list of barriers duly verified by experts has been prepared, a structural model has been prepared, and a driving-dependence diagram classifying the barriers into four clusters has been prepared. A discussion on the model qua reality has also been incorporated. It is a useful seminal study for the stakeholders of e-government. It gives new deeper insights on inter barrier relationships and provides framework for future researches.

Keywords: e-Governance, barriers, binary matrices, ISM, MICMAC, government and Pakistan.

1. INTRODUCTION

In state owned enterprises, the activities of the computing environments are repeatedly enforced through e-governance initiatives with the objective of providing digitized services to the public at large. E-governance is the process through which many governments make use of computing technology to provide services to their citizens (Liao, 2011).

Also, the purpose of e-governance is to protect the interest of stakeholders and provide transparent and quick e-services to their citizens as well as the people who are directly involved in this. Quick and rapid growths in information and communication technology (ICT) applications have created an increasing need for governments at all levels to technologically advancement and digitize these processes. Transmission and then Sustainability of e-governance in emerging economies have greater challenges as compared to the developed world. In Pakistan, most of the government operated institutions are deep in financial loss and far from technological advancement that why they are facing numeric issues in virtual communication especially far off rural areas, the sustainability of e-governance is also a challenge for developing world like Pakistan, due to low compute literacy rate, lack of people trust on electronic system, lack of internet availability and majorly cultural resistance or slow adoption of technology. There is no doubt that people of Pakistan who are well educated and know the importance of this move are more motivated to make their contribution for the



transmission of conventional governance to electronic, but due to several reasons like inadequate planning from policy makers and lack of digital skills in developing countries so they are unable to transform. This may affect the effectiveness and sustainability of e-governance.

In Pakistan, organizations especially public owned are heavily rely more on paper based documentations, every organization head like to controlled the things by using their signature on paper so they don't want to move forward for digital governance or if anyhow they shifted, they may try to unsustainable this movement, there is a huge margin in Pakistan to shift from conventional governance system to electronic because potential that they have and this may eventually tackle the biggest issue of developing that is undocumented economy. But, unfortunately, so far, Pakistan has not been able to transforms to the most appropriate level. Admittedly, there is lot of scope to improve. A lot of research has conducted on this topic worldwide but relatively fewer studies have been conducted in Pakistan.

Keeping in view the importance of the study and hurdles pertaining the occurrence, it has become call of the day to identify the issues. Below are the purpose of this study:

- i) Improving the productivity & efficiency of Government agencies.
- ii) Strengthening governance and broadening public participation.
- iii) Creating a better business environment.
- iv) To build an informed society, only knowledgeable people can make government answerable.
- v) To make every information of the Government available to all in the public interest.

Identification of barriers can be done through different methods. Common method used for identification of barriers is literature review and expert opinion. Whereas, interpretive structural modeling (ISM) for hierarchicalization and cross impact matrix multiplication applied to classification (MICMAC) for driving-dependence power analysis of barriers. ISM and MICMAC methods are workable with the range of 5 to 80 elements (Sushil, 2017) (Li et al, 2019). Since, this research study is based on 13 barriers which is an ideal range for ISM and MICMAC analysis (Sushil, 2017) hence, these are the most suitable methodologies to find out and evaluate dependencies in e-governance sustainability. Therefore, remaining research study is divided into five main parts these are literature review, methodology, results & discussion and conclusion.

2. LITERATURE REVIEW

A comprehensive literature survey (approximately 30 research articles) has been conducted using modern search engines to explore leading research databases like: Taylor & Francis, Wiley Blackwell, Emerald, Springer and Science Direct, etc.

Since, the study distillates on barriers of sustainability of e-Governance in Pakistan, therefore, a purposive survey of the studies regarding barriers was conducted exclusively. The result of that survey is represented chronologically in following section.

2.1 Survey of Literature on Barriers of Sustainability of e-Governance



The based on the literature review following list of barriers has been formulated as Table 1. The barriers are disorderly and indiscriminately identified from literature that might not have relevant meaning and they might not essentially be representative of Pakistan.

Table 1: List of Unrefined Barriers

Sr.#	List of Barriers
1.	Computer Illiteracy
2.	Lack of Security & Privacy
3.	Unfavorable Govt. Policies
4.	Lack of Internet Access
5.	Cultural Resistance
6.	Fear of Job Loss
7.	Slowly Adoption
8.	Lack of Information/Awareness
9.	Inadequate Planning and Implementation
10.	Leadership Failure
11.	Lack of Finance
12.	Language problem
13.	Lack of Trust
14.	Discontinuation of previous policies by the next Govt.
15.	Lack of Technical Support & Reforms
16.	Difficulty in use

It was imperious to indorse the relevance of barriers to the context of the study. Common method of endorsement is verification of barriers from the experts. Therefore, to identify and determine a panel of experts and stakeholders. The researchers deliberated on the stakeholders. Representatives of stakeholders (may be a person or a company) have been enlisted on the panel in order for true representativeness. In this context, an assorted panel of 9 experts have been engaged Table 2.

Table 2: Panel of Experts

Sr. #	Designation	Affiliation
1	Manager	National Information Technology Board Pakistan – NITB
2	Manager	Punjab Information Technology Board – PITB
3	Software Engineer	Phaedra Solutions
4	Software Engineer	Tkxel, Pakistan
5	Support Manager	Rapiddev, Pakistan
6	Developer	Rapiddev, Pakistan
7	User	Citizen, Pakistan
8	Professor	FAST-NUCES, Lahore campus
9	Lecturer	FAST-NUCES, Lahore campus

Informal-structured interviews were conducted with experts in order to extract the relevant barriers from the initial barriers. In this regard, the list of sixteen barriers were presented to nine experts (Table 2) but only thirteen barriers could attain the vote of majority. The barriers which have been dropped have been marked grey/italicized in Table 3.



Table 3: Verification of Barriers by Experts

Sr. #	Barriers	Experts									Sum
		1	2	3	4	5	6	7	8	9	
i.	Computer Illiteracy	Y	Y	Y	Y	Y	Y	Y	Y	Y	9
ii.	Lack of Security & Privacy	N	Y	Y	Y	Y	N	Y	Y	Y	7
iii.	Unfavorable Govt. Policies	N	Y	Y	Y	Y	Y	Y	N	N	6
iv.	Lack of Internet Access	Y	Y	Y	Y	Y	Y	Y	Y	Y	9
v.	Cultural Resistance	Y	Y	Y	N	Y	Y	Y	N	Y	7
vi.	<i>Fear of Job Loss</i>	N	N	Y	Y	Y	N	N	N	Y	4
vii.	Slowly Adoption	Y	Y	Y	Y	Y	Y	Y	Y	N	8
viii.	Lack of Information/Awareness	Y	Y	N	Y	Y	N	Y	Y	Y	7
ix.	Inadequate Planning and Implementation	N	Y	N	Y	Y	Y	Y	N	Y	6
x.	<i>Leadership Failure</i>	N	N	N	Y	N	Y	Y	N	N	3
xi.	Lack of Finance	Y	Y	N	N	Y	N	Y	Y	Y	6
xii.	Language problem	Y	Y	Y	Y	Y	Y	N	Y	Y	8
xiii.	Lack of Trust	Y	Y	Y	Y	Y	Y	N	Y	Y	8
xiv.	Discontinuation of previous policies by the next	Y	Y	Y	Y	Y	Y	Y	Y	Y	9
xv.	Lack of Technical Support & Reforms	Y	Y	N	Y	Y	N	Y	Y	Y	7
xvi.	<i>Difficulty in use</i>	Y	N	N	N	Y	Y	N	N	Y	4

Hence, only 13 factors namely computer illiteracy (1), lack of security & privacy (2), unfavorable Govt. policies (3), lack of internet access (4), cultural resistance (5), slowly adoption (6), lack of information/awareness (7), inadequate planning and implementation (8), lack of finance (9), language problem (10), lack of trust (11), discontinuation of previous policies by the next Govt. (12) and lack of technical support & reforms (13) are qualified for the study.

2.1 Methodological Choices to Investigate Barriers

There is a variety of methods used in researches in the area of e-Governance like multiple regression analysis, structural equation modeling and TOPSIS. Wide range of researchers used ISM and MICMAC analysis in combination with different methodologies.

3. METHODOLOGY

The authors have recognized that the true benefits of study can only be accomplished if the appropriate methodology will be used. So, the right methodological choices were carefully opted on this study. ISM and MICMAC are applied here in this study due to the areas and type of problems (Sushil, 2017); (Warfield, 1973-1974), these are well-defined pictorial representation models using matrix transformation.

Interpretive Structural Model proceeded stepwise as said by (Attri, 2013); (Thakkar, 2008); (Warfield, 1973).

- Initiate the related relationship between barriers,
- Development of SSIM – Structural Self Interaction Matrix.



- Development of the initial and final reachability matrix
- Sectioning the final reachability matrix
- Development of conical matrix
- Development of ISM – Interpretive Structural Model
- Check for conceptual discrepancy

Following rules have been used for questionnaire, SSIM and reachability:

Establishing the contextual relationship between factors

Rules for questionnaire/SSIM:	$V: i \rightarrow j$	$A: i \leftarrow j$	$X: i \leftrightarrow j$	$O: i \not\leftrightarrow j$
Rules for reachability matrix:				
for $i-j$ entry	1	0	1	0
for $j-i$ entry	0	1	1	0

Table 4: SSIM

	2	3	4	5	6	7	8	9	10	11	12	13
1. Computer Illiteracy	O	A	A	O	V	X	X	A	A	O	A	X
2. Lack of Security & Privacy		A	O	O	A	A	A	A	A	X	X	A
3. Unfavorable Govt. Policies			X	O	X	X	X	X	A	X	X	X
4. Lack of Internet Access				O	V	X	X	A	O	O	A	X
5. Cultural Resistance					O	O	V	X	A	X	X	O
6. Slowly Adoption						X	X	A	A	X	A	A
7. Lack of Information/ Awareness							X	X	A	V	X	X
8. Inadequate Planning and Implementation								X	X	V	X	X
9. Lack of Finance									O	X	X	X
10. Language problem										V	O	X
11. Lack of Trust											X	X
12. Discontinuation of previous policies by the next Govt.												X
13. Lack of Technical Support & Reforms												

The development of SSIM – Structural Self Interaction Matrix was prepared after getting the results from panel of experts, put experts votes in excel sheet and process using the common rule of minority gives way to majority (Siraj, 2014); (Xia, 2018); (Sharma, 2016), after the development of SSIM now it was converted into another matrix that is called reachability matrix by converting V, A, O and X into binary digits. Reachability matrix explained in Table 5.

Barrier	1	2	3	4	5	6	7	8	9	10	11	12	13
1. Computer Illiteracy	1	0	0	0	1	1	1	1	0	0	0	0	1
2. Lack of Security & Privacy	0	1	0	0	0	0	0	0	0	0	0	0	1
3. Unfavorable Govt. Policies	0	1	1	1	0	1	1	1	1	0	1	1	1
4. Lack of Internet Access	0	0	1	1	0	1	1	1	0	0	0	0	1
5. Cultural Resistance	0	0	0	0	1	0	0	1	1	0	1	1	0



6. Slowly Adoption	1	1	1	0	0	1	1	1	0	0	1	0	0
7. Lack of Information/ Awareness	1	1	1	1	0	1	1	1	1	0	1	1	1
8. Inadequate Planning and Implementation	1	1	1	1	0	1	1	1	1	1	1	1	1
9. Lack of Finance	1	1	1	1	1	1	1	1	1	0	1	1	1
10. Language problem	1	1	1	0	1	1	1	1	0	1	1	0	1
11. Lack of Trust	0	1	1	0	1	1	0	0	1	0	1	1	1
12. Discont. of prev. policies by the next Govt.	1	1	1	1	1	1	1	1	1	0	1	1	1
13. Lack of Technical Support & Reforms	1	1	1	1	0	1	1	1	1	1	1	1	1

In above Initial reachability matrix there is 13x13 matrix and it is separated in three parts i.e. i-j (rows influence the columns), j-i (columns influence the rows) and i-i (diagonal 1s that represent truth i.e. 1), by using these rules reachability matrix was constructed. Now, after the construction of initial reachability matrix here correctly checked the transitive relations between these barriers like barrier A, B and C. For instance A=B and B=C here we can say that there is transitive relationship between A and C. So, the final reachability matrix was constructed by using MS. Excel with conversion of 0s to 1* explained in Table 6.

Table 6: Final Reachability Matrix

Barrier	1	2	3	4	5	6	7	8	9	10	11	12	13	Driving Power	Rank
1. Computer Illiteracy	1	1*	1*	1*	1	1	1	1	1*	1*	1*	1*	1	13	1
2. Lack of Security & Privacy	1*	1	1*	1*	0	1*	1*	1*	1*	1*	1*	1*	1	12	2
3. Unfavorable Govt. Policies	1*	1	1	1	1*	1	1	1	1	1*	1	1	1	13	1
4. Lack of Internet Access	1*	1*	1	1	0	1	1	1	1*	1*	1*	1*	1	12	2
5. Cultural Resistance	1*	1*	1*	1*	1	1*	1*	1	1	1*	1	1	1*	13	1
6. Slowly Adoption	1	1	1	1*	1*	1	1	1	1*	1*	1	1*	1*	13	1
7. Lack of Information/ Awareness	1	1	1	1	1*	1	1	1	1	1*	1	1	1	13	1
8. Inadequate Planning and Implementation	1	1	1	1	1*	1	1	1	1	1	1	1	1	13	1
9. Lack of Finance	1	1	1	1	1	1	1	1	1	1*	1	1	1	13	1
10. Language problem	1	1	1	1*	1	1	1	1	1*	1	1	1*	1	13	1
11. Lack of Trust	1*	1	1	1*	1	1	1*	1*	1	0	1	1	1	12	2
12. Discont. of prev. policies by the next Govt.	1	1	1	1	1	1	1	1	1	1*	1	1	1	13	1
13. Lack of Technical Support & Reforms	1	1	1	1	1*	1	1	1	1	1	1	1	1	13	1
Dependence Power	13	13	13	13	11	13	13	13	13	12	13	13	13	166	
Rank	1	1	1	1	3	1	1	1	1	2	1	1	1		

Level of Partitions

In this part, level of partitions methods was used to find the reachability and antecedent sets of every barrier. The rows represents to reachability set that comprises each specific barrier, while the columns represents the antecedent set that contains each specific barrier. After that, the intersection of the rows (reachability) and columns (antecedent) sets are resulting for all barriers. The barriers for which both the reachability (rows) and the intersection (columns) are the same, it place the top level of the hierarchy in ISM – Interpretative Structural Model, It is also indicate that these barriers would likely be affected by other barriers. Once the all barriers at the top level of partitioning is placed, it will be removed from the second turn of



loop from other barriers. Then, this process is repeated until all barriers are placed in the hierarchy of ISM. Table 7 presents the results of level partitions.

Table 7: Level of Partitions

Barriers.	Reachability set (Rows)	Antecedent set (Columns)	Intersection	Level
1	1,2,3,4,5,6,7,8,9,10,11,12,13	1,2,3,4,5,6,7,8,9,10,11,12,13	1,2,3,4,5,6,7,8,9,10,11,12,13	1
2	1,2,3,4,6,7,8,9,10,11,12,13	1,2,3,4,5,6,7,8,9,10,11,12,13	1,2,3,4,6,7,8,9,10,11,12,13	2
3	1,2,3,4,5,6,7,8,9,10,11,12,13	1,2,3,4,5,6,7,8,9,10,11,12,13	1,2,3,4,5,6,7,8,9,10,11,12,13	1
4	1,2,3,4,6,7,8,9,10,11,12,13	1,2,3,4,5,6,7,8,9,10,11,12,13	1,2,3,4,6,7,8,9,10,11,12,13	2
5	1,2,3,4,5,6,7,8,9,10,11,12,13	1,3,5,6,7,8,9,10,11,12,13	1,3,5,6,7,8,9,10,11,12,13	3
6	1,2,3,4,5,6,7,8,9,10,11,12,13	1,2,3,4,5,6,7,8,9,10,11,12,13	1,2,3,4,5,6,7,8,9,10,11,12,13	1
7	1,2,3,4,5,6,7,8,9,10,11,12,13	1,2,3,4,5,6,7,8,9,10,11,12,13	1,2,3,4,5,6,7,8,9,10,11,12,13	1
8	1,2,3,4,5,6,7,8,9,10,11,12,13	1,2,3,4,5,6,7,8,9,10,11,12,13	1,2,3,4,5,6,7,8,9,10,11,12,13	1
9	1,2,3,4,5,6,7,8,9,10,11,12,13	1,2,3,4,5,6,7,8,9,10,11,12,13	1,2,3,4,5,6,7,8,9,10,11,12,13	1
10	1,2,3,4,5,6,7,8,9,10,11,12,13	1,2,3,4,5,6,7,8,9,10,12,13	1,2,3,4,5,6,7,8,9,10,12,13	4
11	1,2,3,4,5,6,7,8,9,11,12,13	1,2,3,4,5,6,7,8,9,10,11,12,13	1,2,3,4,5,6,7,8,9,11,12,13	5
12	1,2,3,4,5,6,7,8,9,10,11,12,13	1,2,3,4,5,6,7,8,9,10,11,12,13	1,2,3,4,5,6,7,8,9,10,11,12,13	1
13	1,2,3,4,5,6,7,8,9,10,11,12,13	1,2,3,4,5,6,7,8,9,10,11,12,13	1,2,3,4,5,6,7,8,9,10,11,12,13	1

Formation of ISM Model

These inter effect relationships between barriers are stated and their relations are expressed in the diagram. Then, the ISM model was designed and prepared as per relations of barriers. The thirteen barriers were partitioning into five levels of the ISM model

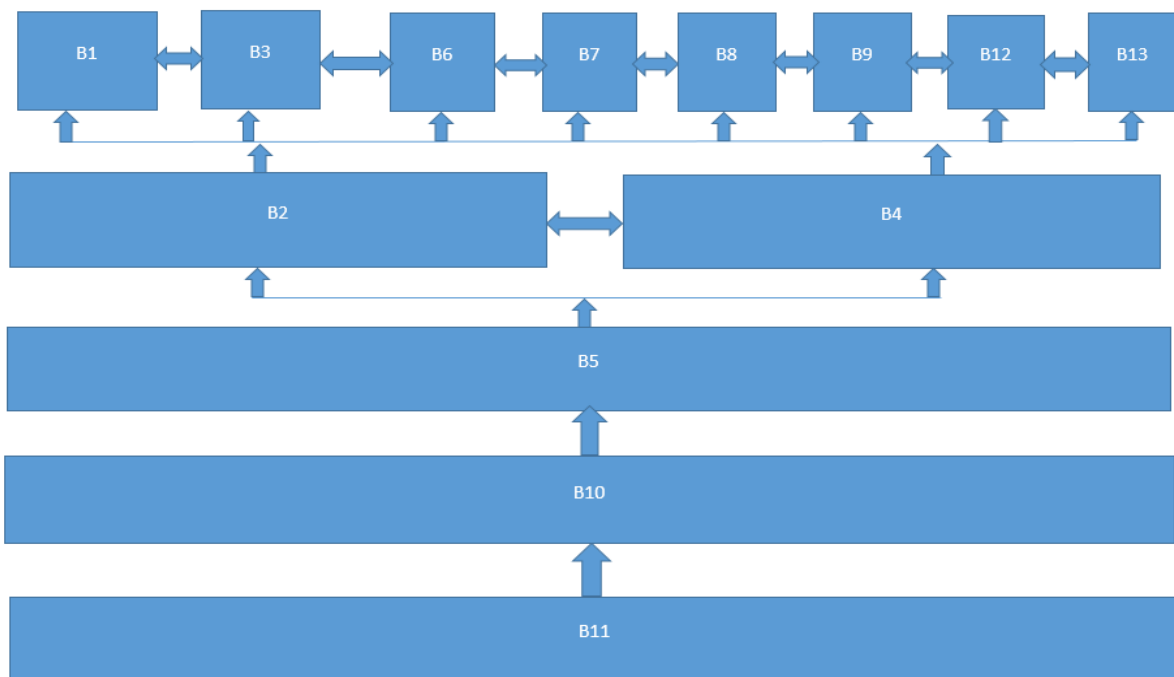


Fig. 1: ISM Model

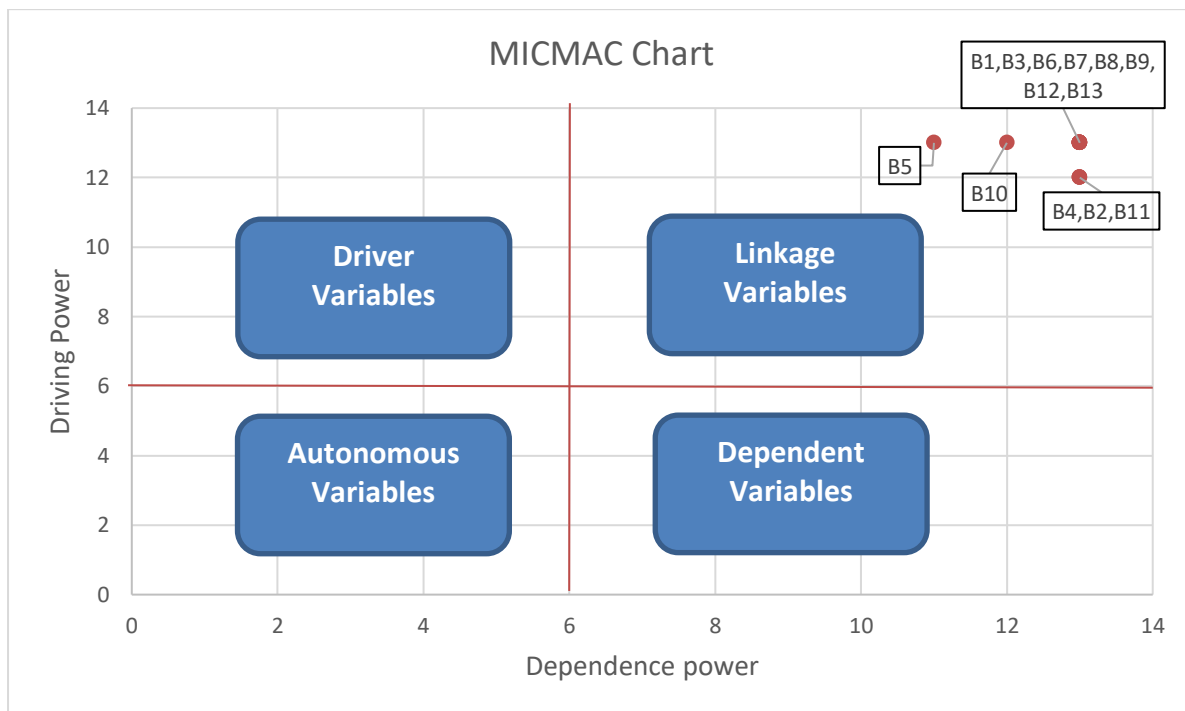
Fig. 1: ISM Model**MICMAC Analysis**

The below MICMAC – Cross Impact Matrix Multiplication Applied to Classification diagram helps to calculate the dependence and driving powers of barriers. Generally, barrier with a higher dependence power shows that other barriers should be resolved before this barrier can be removed. A barrier with a higher driving power means that its removal allows the solving of other barriers.

Following are the grouping adopted by previous researchers, the barriers are divided into four groups, namely (1) autonomous variables indicate that both dependence and driving powers are low; (2) dependent variables mean driving power is low but dependence power is high; (3) independent variables indicate that driving power is high but dependence power is low; and (4) linkage variables indicate that both driving and dependence powers are high.

Fig. 2 represent the results of MICMAC analysis of the all thirteen barriers. General remarks regarding the grouping of barriers are stated as follows:

- B5 (Cultural Resistance) possesses higher driving but the lower dependence powers. This barrier has the strongest influence power, it means this barrier should be placed in the highest priority to address.
- B4 (Lack of Internet Access), B2 (Lack of Security & Privacy) and B11 (Lack of Trust) have the lower driving but the higher dependence power. Therefore, these barriers can be judged as the unfavorable result of other barriers.
- No barrier is placed in an autonomous variable category that indicates all barriers can hold in a more or less.
- All barriers are placed in the linkage variables side. This indicates that any action directed at these barriers can affect all other barriers.



4. SUMMARY AND CONCLUSION

The objective of this research study was to identify and evaluate the barriers in sustainability of e-governance, effect on sustainability of e-governance in Pakistan is majorly effected by cultural resistance, language problem, lack of trust and internet access. These barriers have been measured by using two unique methodologies i.e. Interpretive Structure Model and MICMAC analysis. That provides understanding of complex interrelated barriers in sustainability of e-governance in Pakistan.

If these barriers are removed it will create the opportunity and maintain interrelationship between the e-governance, productivity and economic growth. As the need for the sustainability of electronic governance should find new research questions to take the study forward.

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POSSIBLE WAYS OF PUNISHING CORPORATIONS ON CRIMES

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ABSTRACT

This research is being conducted to find out the possible ways of Punishing Corporations on Crimes. Overall proposal of the study consists of a discussion of literature review, data collection and analysis. Interpretive Structural Modeling (ISM) methodology has been used to recognize, the possible ways of punishing corporation, in combination with Matriced' Impacts (MICMAC) analysis. Total four ways of punishing organizations on crimes have been identified from literature. The study has ensued in recognition of significant ways of punishing organizations on crimes and in development of insights for prioritizing to deal with the possible ways at policy levels. The study has purposively investigated the context of Pakistan however the results can fairly be generalized to rest of the world. Outcomes provided by this study have great significance for policy makers, Law enforcement units, current and potential entrepreneurs and the society at large.

Keywords: Corporate Governance, ISM, Punishing Corporations, Corporate Crimes, Pakistan, MICMAC.

Table 1: List of Possible Ways of Punishing Corporations on Crimes

Sr. No.	Possible Ways of Punishing	Variables
1	Imposing Heavy Fines	γ_1
2	De Listing of Corporation	γ_2
3	Imprisonment	γ_3
4	Blacklisting of Company	γ_4

Interpretive Structure Modeling

Stepwise procedure and rules of ISM have been adopted from Niazi et al. (2019) and applied as follows:

Table 2: Approval Vote to Alternative

	Imposing Heavy Fines	De Listing of Corporation	Imprisonment	Blacklisting of Company
Imposing Heavy Fines		A	A	A
De Listing of Corporation			V	X
Imprisonment				A



Blacklisting of Company

Step 3: Prepare Structural Self-Interaction Matrix (SSIM) of problem: SSIM explores relationships between two factors; standard rules were followed for constructing SSIM. The directions are:

- If (i, j) record is V then (j, i) record will be A
- If (i, j) record is A then (j, i) record will be V
- If (i, j) record is O then (j, i) record will be O
- If (i, j) record is X then (j, i) record will be X

Therefore, SSIM emerged as follows:

Table 3: Structured Self Interaction Matrix (SSIM)

	γ_1	γ_2	γ_3	γ_4
γ_1		V	V	V
γ_2	A		A	X
γ_3	A	V		V
γ_4	A	X	A	

Step 4: Prepare Initial Reachability Matrix: SSIM is transformed into initial reachability matrix. Rules for preparation of reachability matrix are prearranged below:

Doctrines for conversion SSIM matrix to binary matrix:

- If (i, j) record in SSIM is V then record in the initial reachability matrix (i, j) is 1 and (j, i) is 0.
- If (i, j) record in SSIM is A then record in the initial reachability matrix (i, j) is 0 and (j, i) is 1.
- If (i, j) record in SSIM is O then record in the initial reachability matrix (i, j) is 0 and (j, i) is 0.
- If (i, j) record in SSIM is X record in the initial reachability matrix (i, j) is 1 and (j, i) is 0.

Matrix specified as Table 3 has been transformed into below mentioned initial reachability matrix.

Table 4: Initial Reachability Matrix

	γ_1	γ_2	γ_3	γ_4	Driving Power
γ_1	1	1	1	1	4
γ_2	0	1	0	1	2
γ_3	0	1	1	1	3
γ_4	0	1	0	1	2
Dependence Power	1	4	2	4	

Driving power is calculated by counting sum of 1s in every row whereas dependence power is calculated by counting sum of 1s in every column.

Step 5: Removing the Transitivity from Reachability Matrix: The initial reachability matrix by way of given in Table 4 is transformed into final reachability matrix after eliminating transitivity. Transitive relation means if construct A leads to B and construct B leads to C then A should leads to C. For this purpose, some of 0s are converted into 1 marked as 1* to keep identity.



Table 5: Initial Reachability Matrix

	γ_1	γ_2	γ_3	γ_4	Driving Power
γ_1	1	1	1	1	4
γ_2	0	1	0	1	2
γ_3	0	1	1	1	3
γ_4	0	1	0	1	2
Dependence Power	1	4	2	4	

Step 6: Partitioning of initial reachability matrix at different level: Reachability, antecedent and intersection sets for each unique problem have been calculated from reachability matrix. Reachability set means a) factor itself and b) other factors to which it leads to, whereas, antecedent set means: i) factor itself and ii) other factors which lead to it. When factor in reachability set is present in the antecedent set, intersection set is created. The levels are decided on the bases of intersections. Once first level factors are identified, they are eradicated from reachability and antecedents to move on to further iterations (Table 6). The procedure continues till final level is identified (Table 7-8).

Table 6: Iteration I

Ways	Reachability Set	Antecedence Set	Intersection Set	Level
1	1,2,3,4	1	1	
2	2,4	1,2,3,4	2,4	<i>I</i>
3	2,3,4	1,3	3	
4	2,4	1,2,3,4	2,4	<i>I</i>

Following is iteration II.

Table 7: Iteration II

Ways	Reachability Set	Antecedence Set	Intersection Set	Level
1	1,3	1	1	
3	3	1,3	3	<i>II</i>

Following is iteration III.

Table 8: Iteration I

Ways	Reachability Set	Antecedence Set	Intersection Set	Level
1	1	1	1	<i>III</i>

Step 8: MICMAC analysis: MICMAC analysis investigates driving and dependence power of factors Figure 2.

Autonomous: Factors having weak dependence and driving power are known as autonomous. They qualify to be eliminated from model (Godet, 1986). In this research study there is no such factor in the model as autonomous cluster does not contain any factor.



Dependent: The factors having strong dependence and weak driving power are known as dependent factors (Godet, 1986). They are highly dependent on others factors. The quadrant of dependent factors in this study contains De Listing of Corporation & Blacklisting of Company.

Independent: The factors having strong driving power and weak dependence are known as independent factors (Godet, 1986). The quadrant of independent factors in this study contains Imposing Heavy Fines & Imprisonment.

Linkage: The factors having strong dependence and strong driving power are known as linking. They are unstable and cause of changes in system. Small change in these factors largely affects other factors and have feedback effect on themselves as well (Godet, 1986). The study found no linkage factor.

Driving Power	4	γ_1	Independent- III		Linkage- III
	3		γ_3		
	2				γ_2, γ_4
	1		Autonomous-I		Dependent-II
		1	2	3	4

Dependence Power

Figure 2: (MICMAC) Analysis

Result and Discussion

Study identified no autonomous variable, two independent variable (γ_1 & γ_3), no linkage variable and two dependent variables i.e. γ_2 & γ_4 . Absence of autonomous variables means that no irrelevant factor was found in the model; rest of the factors either influence other factors or are influenced by others. Imposing Heavy Fines & Imprisonment (γ_1 & γ_3) has been identified as independent factors and are at the bottom of hierarchy thus qualifies to be the most important factors meaning thereby that Imposing Heavy Fines & imprisonment are the major way of punishing corporations in the country. De Listing of Corporation & Blacklisting of Company have been identified to be the dependent factors which have low driving power but high dependence power thus can be understood as enabler for punishing corporations.

Conclusion

This study found that the factors “Imposing heavy fines” & “Imprisonment for punishing corporations on committing crimes” are the most important factors to punish corporations on committing crimes. The MICMAC analysis revealed that there is no autonomous factor thus none of the factor is irrelevant. Linkage factors are also not found. Study found that dependent factors in the model are De Listing of Corporation & Blacklisting of Company.

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STRUCTURAL RANKING OF THE STRENGTHS OF PAKISTAN'S ECONOMY

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ABSTRACT

Pakistan is a land of optimal resources. The objective of study is to identify the main strengths of economy of Pakistan and make them understand by Interpretive Structural Model. The study consists of literature review, data collection and data analysis. The design is based upon Interpretive Structural Model in combination with cross impact matrix multiplication applied to classification (MICMAC). The results are deduced from ISM and are verified by MICMAC modeling. Results of the study give a structural model and driving-dependence diagram of strengths of Pakistan's economy. This paper is a pioneer attempt to investigate the impacts of all key factors on economic growth in Pakistan. This study is useful for the all the concerned stakeholders. ISM is used in this study to understand the main strengths and relationships among them.

Keywords: Economic strengths, Economy of Pakistan, ISM, MICMAC

1. INTRODUCTION

Economy of a country is considered as hall mark of development of country. There are more than two hundred countries in the world that are endowed by the nature with wide variety of natural resources. Some are rich in minerals, some in fertile land, and some in people and so on. Every country strives for economic growth. There is complex recipe of economy growth. There is large number of different elements contributed toward economy growth. Every economy has its own strength and weaknesses. And it is an ever green area of investigation by the researchers. There is plethora of research is available on the topic but still there is a need for exploring the strengths of economies in order to exploit the resources for striking the desire levels of growth. It is an important issue in general but with reference to Pakistan in particular. Therefore this study unearths the underline structure of the admitted strengths of Pakistan's economy. The issue has already been approached by many researchers theoretically and empirically with statistical methodologies. To approach the issues in a novel way that could depict rather closer view qua reality is call of the day. Therefore this research addresses the issue of strengths of the economy of Pakistan. A list of strengths have been generated through review of contemporary literature and verified by the panel of experts. Objectives of the paper are: To prepare a list of strengths of Pakistan economy. To evaluate and analyze the contextual relationships among the strengths. To prepare and interpret structural model underline the strengths. To classify the strengths on the basis of driving/ dependence. The study has opted interpretive structural modeling and cross impact matrix multiplication applied to classification



as research methodology to achieve these objectives. Remaining part of the paper is arranged as literature review, methodology, analysis and results, and conclusion.

2. LITERATURE REVIEW

Fairly comprehensive literature survey has been conducted using modern search engines to explore leading research data basis like: Taylor & Francis, Wiley Blackwell, Springer etc. Lot of assorted literature on Economy strengths of Pakistan has been found i.e. Pakistan has 4th largest Coal reservoirs and also possess unexplored huge oil and gas reservoirs in Sindh and Baluchistan provinces.(Korea Institute) Although the agriculture productivity has declined during last two decades but country is self-sufficient in food crops, however the productivity can be increased in both cash and food crops that can boost the GDP growth.(Dr. Khalid) Pakistan being a land of opportunities, showed good response to the development policies. It was able to achieve one of the highest growth rates in South Asia. The same pattern could occur again when good governance is established, domestic resources are mobilized and human resources are developed (Kiyoshi Abe).Pakistan's economy seems to be moving forward, consistent efforts are needed to keep it on the growth path. Schaffer (2002) identifies three main problems faced by Pakistan's economy, viz., financial performance of the government and international sector, problems of social infrastructure, and problems of governance. (Rehana Siddiqui) Pakistan is affluent in the natural resources. It has enormous energy surplus resource potential of both renewable and nonrenewable, which is greater than that of oil rich countries of Gulf. (Irshad Ali Sodhar). The list of factors, based on the literature review, has been formulated as Table 1. The factors are disorderly and unsystematically identified from literature that might not have relevant literal meaning and they might not necessarily be representative to the context of Pakistan.

Table 1: Final List of Factors

Sr.	Factors
i.	Natural Resources
ii.	Human Capital
iii.	Agriculture, Forestry and Fishing
iv.	Geographical position of Pakistan
v.	Tourism
vi.	CPEC
vii.	Remittances
viii.	Foreign Trade
ix.	Birthplace of Hinduism, Sikhs & Buddhism
x.	Transportation & Telecommunication
xi.	Irrigation system and Fertile land
xii.	Young working class

3. METHODOLOGY

This study follows interpretivism as research philosophy. Inductive approach is followed in this cross sectional primary data base field study. The population under study is economists. The data has been collected from a focus group of economists constituting panel of experts. The data was collected on matrix type questionnaire commonly used for collection of data for



ISM based studies. Method of data collection was face to face one on one. The eliciting of data has been made on VAXO pattern. VAXO has same meanings as assigned to them (Niazi et al. 2019). The data was aggregated using mode. A classical procedure of ISM and MICMAC has been applied to construct Self Structural Interaction Matrix (SSIM), initial reachability matrix, final reachability matrix, iterations, interpretive structural model (ISM model), and driving dependence diagram as follows.

Table 1: SSIM

Sr.	Factors	1	2	3	4	5	6	7	8	9	10	11	12
1	Natural Resources	X	V	V	A	A	A	X	V	O	A	V	
2	Human Capital		X	A	A	A	X	V	A	X	X	O	V
3	Agriculture, Forestry & Fishing			X	A	A	V	A	V	V	A	V	A
4	Geographical Position of Pakistan				X	V	V	O	O	V	V	A	V
5	Tourism					X	V	O	A	V	V	A	V
6	CPEC						X	V	A	V	O	X	
7	Remittances							X	V	A	V	X	
8	Foreign Trade								X	V	A	X	
9	Birthplace of Hinduism, Sikhs & Buddhism									X	V	A	V
10	Transportation & Telecommunication										X	V	V
11	Irrigation system and Fertile land											X	O
12	Young working class among Muslim world												X

Table 2: Reachability Matrix

Sr.	Factors	1	2	3	4	5	6	7	8	9	10	11	12
1	Natural Resources	1	1	1	1	0	0	1	1	1	0	0	1
2	Human Capital	1	1	0	0	0	1	1	0	1	1	0	1
3	Agriculture, Forestry & Fishing	0	1	1	0	0	1	0	1	1	0	1	0
4	Geographical Position of Pakistan	0	1	1	1	1	1	0	0	1	1	0	1
5	Tourism	1	1	1	0	1	1	0	0	1	1	0	1
6	CPEC	1	1	0	0	0	1	1	1	0	1	0	1
7	Remittances	0	0	1	0	0	1	1	1	0	0	1	1
8	Foreign Trade	1	1	0	0	1	0	0	1	1	1	0	1
9	Birthplace of Hinduism, Sikhs & Buddhism	0	1	0	0	0	1	1	0	1	1	0	1
10	Transportation & Telecommunication	0	1	1	0	0	0	1	0	0	1	1	1
11	Irrigation system and Fertile land	1	0	0	1	0	0	0	1	1	0	1	0
12	Young working class among Muslim world	0	0	1	0	0	1	1	1	0	0	0	1

Tables: Iterations

Factors	Reachability	Antecedent	Intersection set	Level
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Table 4				
1	1,2,3,4,7,8,9,11,12	1,2,5,6,8,11	1,2,8,11	
2	1,2,3,6,7,9,10,11,12	1,2,3,4,5,6,8,9,10	1,2,6,9,10	I
3	2,3,5,6,8,9,11	1,2,3,4,5,7,9,10,12	2,3,5,9	
4	2,3,4,5,6,9,10,12	1,4,9,10,11	4,	
5	1,2,3,5,6,9,10,12	3,4,5,8	5,	
6	1,2,6,7,8,10,12	2,3,4,5,6,7,9,10,12	2,6,9,12	
7	3,6,7,8,11,12	1,2,6,7,8,9,10,12	6,7,8,12	
8	1,2,5,7,8,9,10,12	1,3,,6,7,8,11,12	1,8,12	
9	2,3,4,6,7,9,10,12	1,2,3,4,5,8,9,10,11	2,3,4,9,10	
10	2,3,4,6,7,9,10,11,12	2,4,5,6,8,9,10	2,4,6,9,10	I
11	1,4,8,9,11	1,2,3,7,10,11,12	1,11	
12	3,6,7,8,11,12	1,2,4,5,6,7,8,9,10,12	3,6,7,8,12	
Table 5				
1	1,3,4,7,8,11,12	1,3,4,5,8,11	1,3,4,8,11	
3	3,5,8,11	1,3,4,5,7,12	3,5	
4	3,4,5,12	1,4,11	4,	
5	1,3,5,12	3,4,5,8	3,5	
6	1,7,8,12	3,4,5,7,12	7,12	II
7	3,7,8,11,12	1,7,8,12	7,8,12	II
8	1,5,7,8,12	1,3,7,8,11,12	1,7,8,12	II
9	3,4,7,12	1,3,4,5,8,11	3,4	
11	1,4,8,11	1,3,7,11,12	1,11	
12	3,7,8,11,12	1,4,5,7,8,12	7,8,12	II
Table 6				
1	1,3,4,11	1,3,4,5,11	1,3,4,11	III
3	3,5,11	1,3,4,5	3,5	
4	3,4,5	1,4,11	4,	III
5	1,3,5	3,4,5	3,5	
9	3,4,11	1,3,4,5,11	3,4,11	III
11	1,4,11	1,3,11	1,11	
Table 7 & Table 8				
3	5,	1,5	5,	IV
5	1,5	3,5	5,	IV
11	1	1	1	V

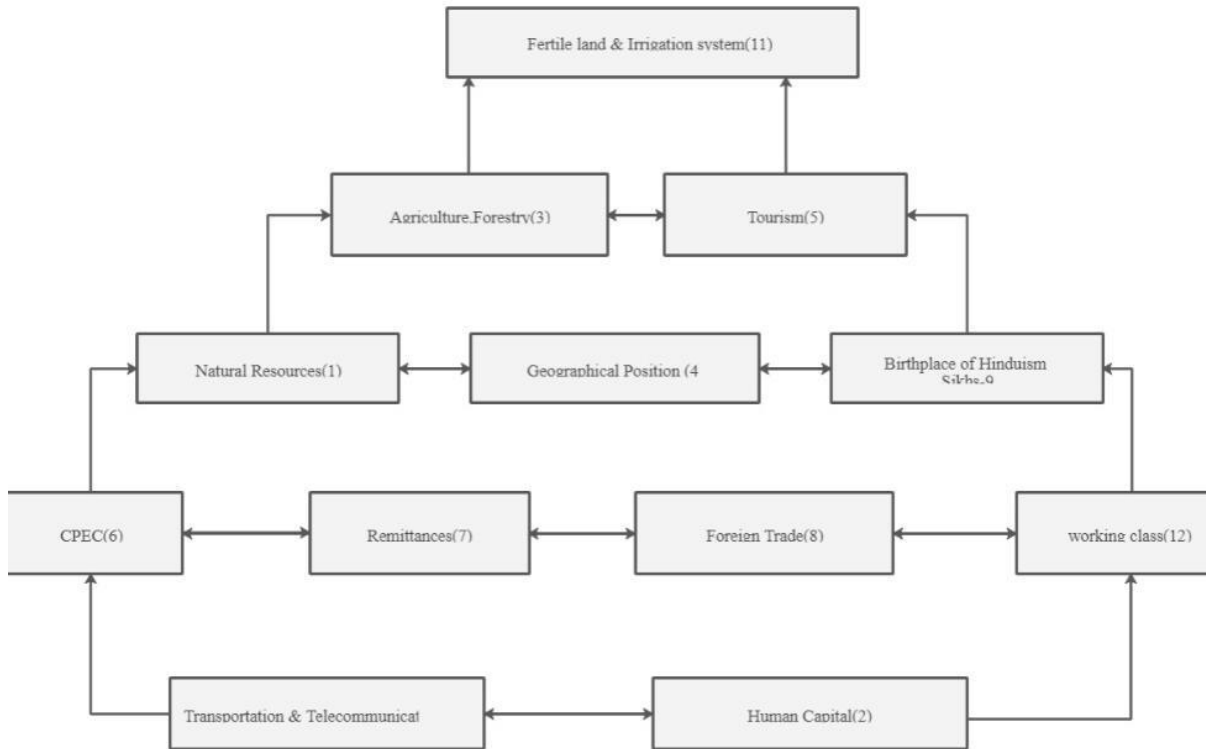


Figure 1: ISM Model

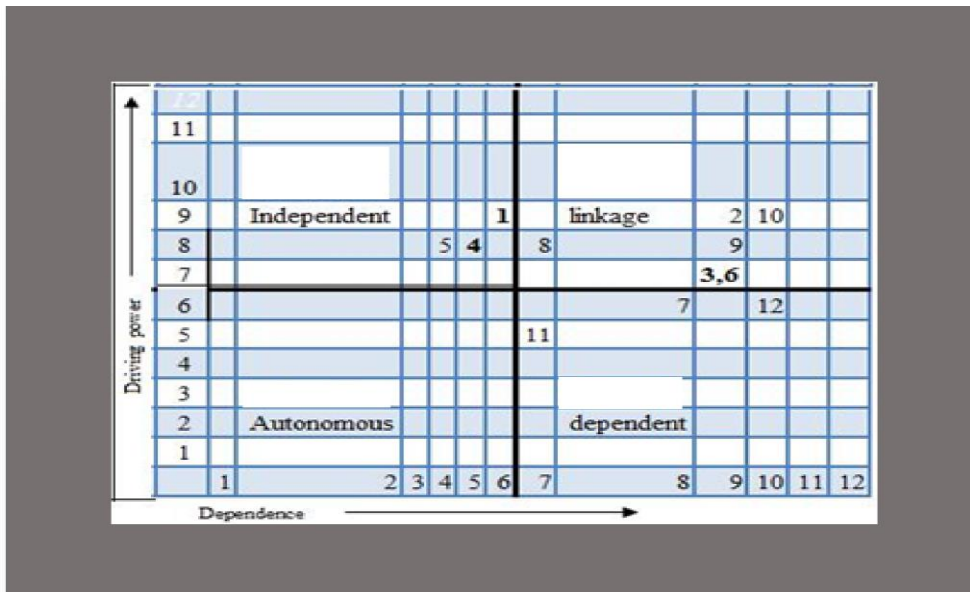


Figure 2: MICMAC Analysis

4. RESULTS

As a result of literature review the study has been able to find eleven different factors (Table 1), results of ISM show that factor 2 and 10 occupied top level therefore are dependent, factor 6, 7 and 8 occupy level 2, factor 1, 4 and 11 occupy level 3 (therefore 6, 7, 8 and 1, 4, 11 are linking since they occupy middle of the model) and factor 3, 5, 11 occupy bottom of the model and therefore are independent. Result of the MICMAC show that factor no 5 and 4 are independent, 12 is dependent and all other factors are linking there is no autonomous factor. In this way the results of ISM and MICMAC are quite aligned.

5. CONCLUSION

Following of the interpretivism as research philosophy, it is an empirical study based on primary data collected from panel of experts. The study uses ISM and MICMAC as research methodology. As a result of literature review the study has been able to find eleven different factors (Table 1), results of ISM show that factor 2 and 10 occupied top level therefore are dependent, factor 6, 7 and 8 occupy level 2, factor 1, 4 and 11 occupy level 3 (therefore 6, 7, 8 and 1, 4, 11 are linking since they occupy middle of the model) and factor 3, 5, 11 occupy bottom of the model and therefore are independent. Result of the MICMAC show that factor no 5 and 4 are independent, 12 is dependent and all other factors are linking there is no autonomous factor. In this way the results of ISM and MICMAC are quite aligned. The study has practical implications for policy makers, economists and researchers. It provides understanding to the stakeholders. The study contributed an ISM model and driving dependence diagram and the literature. It is a preliminary study that provides just an indication to approach the issue in such novel ways. In this direction future studies can provide rather extensive and refined results.

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ISSUES OF DIGITAL BANKING GROWTH IN PAKISTAN? AN INTERPRETIVE STRUCTURE MODELING APPROACH

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ABSTRACT

The aim of the study is to evaluate the issues of digital banking in Pakistan. The overall design of the study consists of survey of relevant literature, primary data collection and analysis. This study is based on the data of expert's opinion and uses structural methodologies (i.e. Interpretive Structural Modeling and Matrice d'Impacts Croises-Multiplication Applique a Classement). Discourse of literature revealed that there are 12 barriers important to address the issue in hand. Resistance to change to adopt new technology & high technology cost falls in the bottom of the model that are leading to Ineffective Utilization of Digital Banking Platform. Five barriers fall in dependent, two in independent, four in linkage and one in autonomous quadrant of driving-dependence diagram. The results of the study identify the key issues of digital banking. It is an interesting study built on field based original data set. It is useful for management of banks, corporate sector, international community, customers, regulators, researchers and society in general.

Keywords: Banking, digital banking, binary matrices, ISM, MICMAC, government and Pakistan.

1. INTRODUCTION

Banking system playing an important role in the economic growth of the country. The key contribution of this sector is the system of inducting savings from the individuals and build the mechanism that available pool of funds is provided for lending to the entrepreneurs and business community.

Today Banking system in Pakistan that is comprised of public and private banks is making good contribution in term of serving the customers, business & economy. Today change in technology, new innovations has brought positive impact on the economic development.

Today's, banks are putting their energies and efforts in exploring and adopting new methods and techniques that enable them to provide better product and services to their customers as well as create point of differentiation and core advantage within the relevant industry.

Unlike the traditional methods of banking in which it was mandatory for the customer to visit their branches in order to meet their financial and core banking needs. This technology wave in banking has enabled customers to do their banking transaction at their convenience with no requirement of physical visits and infact provision of ease to perform this at their home/office space. They require and expect a facility to conduct their banking activities at any time and place. Plastic money (Credit Cards, Debit Cards and Smart Cards); internet banking including



electronic payment services, online investments, online trading accounts, electronic fund transfer and clearing services, branch networking; telephone banking; mobile applications and wallet are some of the recent products and services acting as the drivers to the growth of banking sector (Revathi, P., 2019). Fitzgerald et al. (2014: 2) define digital transformation as “the use of new digital technologies (social media, mobile, analytics or embedded devices) to enable major business improvements such as enhancing customer experience, streamlining operations, or creating new business models.” Liu et al. (2011) argue that digital transformation is “as an organizational transformation that integrates digital technologies and business processes in a digital economy.”

Considering the growing importance of digital evolution that enabled banking system to improve their business landscape and set many success stories as well as serve as benchmark for other to follow. Worldwide researchers have contributed on the body of knowledge on digital banking growth but few research studies evidence has found in Pakistan. Few of them are being placed on record in literature to set out the outset of this study. However, there is fairly lack of studies investigating digital banking growth from viewpoint of hindrances/obstacles and/or barriers in context of Pakistan. Therefore, it has become imperative to investigate the barriers in promoting digital banking. Keeping in view the utmost importance of the phenomenon and barriers pertaining the phenomenon, it has become call of the day to structure this issue. Following are the objective of this study:

- to identify and evaluate the variable that act as barriers in promoting digital banking in Pakistan,
- to explore the relationship between the identified factors,
- to develop the structural hierarchy among related factors to form a structural model relevant to the problem issues,
- to develop the systematic study that provide basis for the management deliberation.
- to critically evaluate the identified variables driving and dependence power that provide light to the stakeholder for decision making and further analysis.

2. LITERATURE REVIEW

Fairly comprehensive literature survey has been conducted using modern search engines to explore leading research data basis like: Taylor & Francis, Wiley Blackwell, Emerald, Springer and Science Direct, etc. The encoding of analog information into digital format. Use of computers and then the evolution of world wide web & telecommunication has transformed everything on the canvas of business word through creating convenience in assessing of information, use of data, analytical capabilities and invent of related technologies in the form of ATM, CDM's, plastic instruments i.e. Debit Card, Credit Card etc. (Kalakota and Whinston, 1997). With such phenomenal growth in the online base and the acceptance of ecommerce among the online users, adoption of e-banking is expected to rise globally (Tan and Teo, 2000). If we compare the statistics of Pakistan with other growing economies of the world we will safely estimate that we still behind the desire pace due to certain factors includes undocumented economies, lack of infrastructure, low ratio of banked community (if we bench mark the per thousand population with the no of bank branches in Pakistan).



Countries like the Japan, South Korea and Italy with 20% of the population of the Bharat also have 87% & 90% of their digital banking penetration (Internet World Stats, 2017). Internet banking is increasingly become the key determinate for the countries that enable them to adopt more innovative mediums so that to create the customer convenience, develop product uniqueness and leverage the competitive advantage.

The percentage of online banking users remain varied across the different parts of the world. Countries such as Finland, Denmark and Norway have online banking usage up to 86 %, 88 % and 91 %, respectively. Further, 61 per cent of the online users in USA use the online banking medium (Pew Research Center, 2013). Availability of resources, favourable operating conditions and technology-driven approach has contributed to online banking. Contrary to this, we have the total online users in India crossing 460,000,000 by 2016, partaking 13.5 per cent of the world's total online base (Internet Live Stats, 2016).

Digitization makes physical products [e.g. artifacts] programmable, addressable, sensible, communicable, memorable, traceable and associable” (Yoo et al., 2010: 725). A digital banking platform enables the banks to transform their key process, strengthened their customer touch points and providing the customer experience that serve as the proprietary assets for the banks that would difficult for others to replicate (Yoo et al., 2010: 729).

2.1. Survey of Literature of Digital Banking Barriers

Based on the review of the existing researches and literature below are the list of identified barriers as Table 1.

Table 1: List of Barrier of Digital Banking Growth

Sr. #	Barriers	Warner, K. S., & Wäger, M. (2019).	Hanif, M. S., Yunfei, S., & Hanif, M. I. (2018).	Katiyar, R., & Badola, S. (2018).
1	English Language Usage in Digital Technologies (Content Relevance Barrier)	-	√	-
2	Resistance to Change in adopting new technology	√	-	-
3	Unaffordable high e-banking fees	-	-	√
4	Security & Privacy Barriers	-	√	-
5	Non availability of Digital Innovation Labs	√	-	-
6	Collaborative tensions between employees and external partners (providing digital innovation solution, support or expertise)	√	-	-
7	Illiteracy issue	-	-	√
8	Customer's Trust Deficit	-	-	√
9	High Technology Cost	-	√	-
10	Technical Expertise	√	-	-
11	Banking Legacy Systems	√	-	-
12	Ineffective Utilization of Digital Banking Platform	-	-	√

2.2. Methodological Choices to Investigate Barriers

There is a wide variety of methods used in researches in the area of digital banking like multiple regression analysis, structural equation modeling, importance-performance-analyses, TOPSIS, AHP, ANP, etc. Wide range of researchers used ISM, TISM, modified TISM, MICMAC analysis, in combination with different methodologies. Tseng et al. (2018) employed ISM



technique on four set of aspects which include 24 attributes to hierarchicalize and assess the inter-relationships among them. Therefore, this study opted a modern solution methodology of ISM.

3. METHOD

While conducting the research it is extremely important that we use the appropriate methodology so that desired objective can be achieved. Based on the available methodological options we have identified the ISM as most relevant due to certain advantages since our study relates to identification of factors that impact the digital banking growth so we need such tools that help us to identify the factors and then use methodical approach to identify the relationship between factors, create conceptual and theoretical mapping and end product will enable us to structure the variable that show the sequence.

ISM is applied in a wide variety of areas on this type of problems (Sushil, 2017; Warfield, 1973 & 1974). Stepwise procedure of ISM has been adopted from Niazi et al. (2019).

Following rules have been used for questionnaire, SSIM and reachability:

Establishing the contextual relationship between factors

Rules for questionnaire/SSIM:	$V: i \rightarrow j$	$A: i \leftarrow j$	$X: i \leftrightarrow j$	$O: i \nleftrightarrow j$
Rules for reachability matrix:				
for $i-j$ entry	1	0	1	0
for $j-i$ entry	0	1	1	0

Therefore, initial reachability matrix looks like Table 1.

Table 1 :Structural Self-Interaction Matrix (SSIM)

Barrier	Details of Barriers Impacting Digital Growth	1	2	3	4	5	6	7	8	9	10	11	12
1	English Language Usage in Digital Technologies (Content Relevance Barrier)		V	V	V	X	X	A	A	V	V	X	V
2	Resistance to Change in adopting new technology			V	V	A	O	A	A	A	X	A	V
3	Unaffordable high e-banking fees				X	A	A	A	A	A	A	A	V
4	Security & Privacy Barriers					A	O	A	A	O	A	V	V
5	Non availability of Digital Innovation Labs						X	A	A	V	V	X	V
6	Collaborative tensions between employees and external partners (providing digital innovation solution, support or expertise)							A	A	V	V	X	V
7	Illiteracy issue								V	V	V	V	X
8	Customer's Trust Deficit									V	V	V	V
9	High Technology Cost										V	A	V
10	Technical Expertise											V	A
11	Banking Legacy Systems												V
12	Ineffective Utilization of Digital Banking Platform												

Therefore, initial reachability matrix looks like Table 2.



Table 2 : Initial Reachability Matrix

Barrier	Details of Barriers Impacting Digital Growth	1	2	3	4	5	6	7	8	9	10	11	12
1	English Language Usage in Digital Technologies (Content Relevance Barrier)	1	1	1	1	1	1	0	0	1	1	1	1
2	Resistance to Change in adopting new technology	0	1	1	1	0	0	0	0	0	1	0	1
3	Unaffordable high e-banking fees	0	0	1	1	0	0	0	0	0	0	0	1
4	Security & Privacy Barriers	0	0	1	1	0	0	0	0	0	0	0	1
5	Non availability of Digital Innovation Labs	1	1	1	1	1	1	0	0	1	1	1	1
6	Collaborative tensions between employees and external partners (providing digital innovation solution, support or expertise)	1	0	1	0	1	1	0	0	1	1	1	1
7	Illiteracy issue	1	1	1	1	1	1	1	1	1	1	1	1
8	Trust issues of Customer on digital banking	1	1	1	1	1	1	1	1	1	1	1	1
9	High Technology Cost	0	1	1	1	0	0	0	0	1	1	0	1
10	Lack of Telecommunication	0	1	1	1	0	0	0	0	1	0	0	1
11	Banking Legacy Systems	1	1	1	0	1	1	0	0	1	1	1	1
12	Ineffective Utilization of Digital Banking Platform	0	0	0	0	0	0	0	0	0	0	0	1

Above $n \times n$ matrix has three parts i.e. $i-j$, $i-i$ and $j-i$. In which $i-j$ is empirical data, $i-i$ diagonal 0s or 1s are logical formal truth data and $j-i$ is inferential data. In this way, the initial reachability matrix in form of binary matrices was constructed. Transitive relations were formally checked by using MS Excel and replaced some of the 0s with 1* and reconstructed reachability matrix Table 3.

Table 3 : Final Reachability Matrix

Barrier	Details of Barriers Impacting Digital Growth	1	2	3	4	5	6	7	8	9	10	11	12	Driving Power
1	English Language Usage in Digital Technologies (Content Relevance Barrier)	1	1	1	1	1	1	0	0	1	1	1	1	10
2	Resistance to Change in adopting new technology	0	1	1	1	0	0	0	0	0	1	0	1	5
3	Unaffordable high e-banking fees	0	0	1	1	0	0	0	0	0	0	0	1	3
4	Security & Privacy Barriers	0	0	1	1	0	0	0	0	0	0	0	1	3
5	Non availability of Digital Innovation Labs	1	1	1	1	1	1	0	0	1	1	1	1	10
6	Collaborative tensions between employees and external partners (providing digital innovation solution, support or expertise)	1	1*	1	1*	1	1	0	0	1	1	1	1	10

7	Illiteracy issue	1	1	1	1	1	1	1	1	1	1	1	1	12
8	Trust issues of Customer on digital banking	1	1	1	1	1	1	1	1	1	1	1	1	12
9	High Technology Cost	0	1	1	1	0	0	0	0	1	1	0	1	6
10	Lack of Telecommunication Infrastructure	0	1	1	1	0	0	0	0	1	0	0	1	5
11	Banking Legacy Systems	1	1	1	1*	1	1	0	0	1	1	1	1	10
12	Ineffective Utilization of Digital Banking Platform	0	0	0	0	0	0	0	0	0	0	0	1	1
Dependence Power		6	9	11	11	6	6	2	2	7	9	6	12	

On the basis of final reachability matrix and using the partitioning method of binary matrices iterations have been performed in order to determine the levels of the model Table 4.

Table 4: Iterations

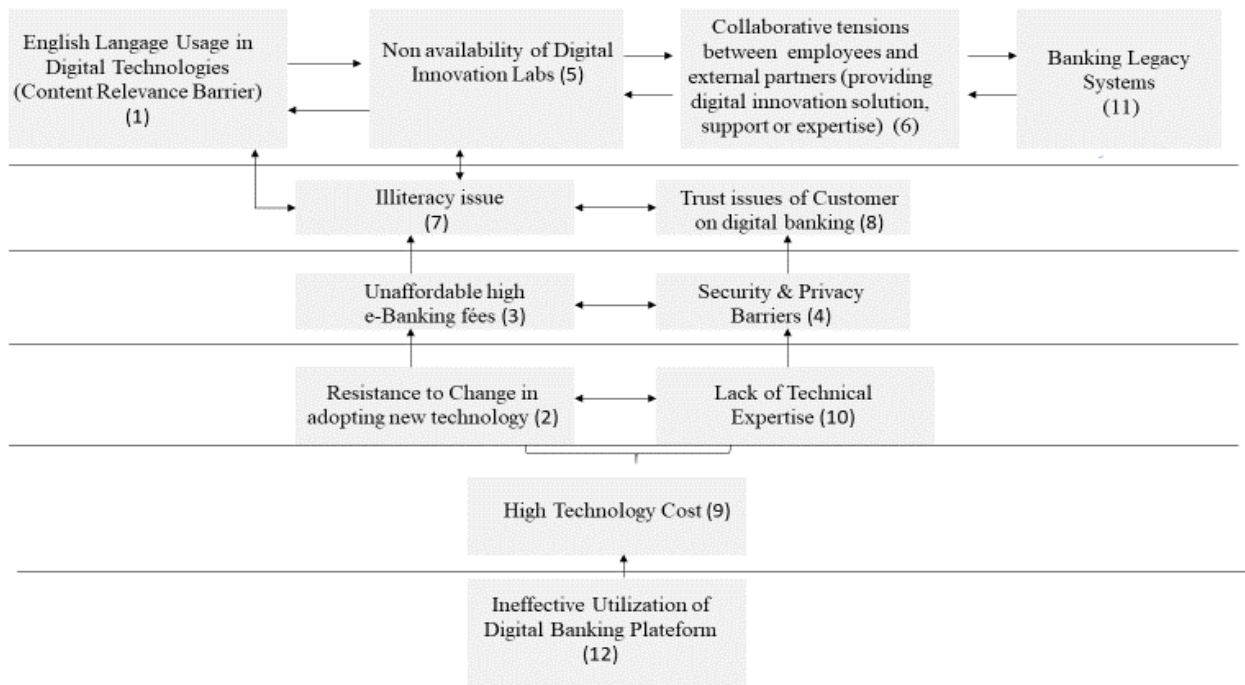
Barrier	Reachability	Antecedent	Intersection set	Level
Iterations-1				
1	1,2,3,4,5,6,9,10,11,12	1,5,6,7,8,11	1,5,6,11	I
2	2,3,4,10,12	1,2,5,6,7,8,10,11	2,10	
3	3,4,12	1,2,3,4,5,6,7,8,9,10,11	3,4	
4	3,4,12	1,2,3,4,5,6,7,8,9,10,11	3,4	
5	1,2,3,4,5,6,9,10,11,12	1,5,6,7,8,11	1,5,6,11	I
6	1,2,3,4,5,6,9,10,11,12	1,5,6,7,8,11	1,5,6,11	I
7	1,2,3,4,5,6,7,8,9,10,11,12	7,8	7,8	
8	1,2,3,4,5,6,7,8,9,10,11,12	7,8	7,8	
9	2,3,4,9,10,12	1,5,6,7,8,9,11	9	
10	2,3,4,10,12	1,2,5,6,7,8,10,11	2,10	
11	1,2,3,4,5,6,9,10,11,12	1,5,6,7,8,11	1,5,6,11	I
12	12	1,2,3,4,5,6,7,8,10,11,12	12	
Iterations-2				
2	2,3,4,10,12	2,6,7,8,10	2,10	
3	3,4,12	2,3,4,7,8,9,10	3,4	
4	3,4,12	2,6,7,8,12	3,4	
7	2,3,4,7,8,9,10,12	7,8	7,8	II
8	2,3,4,7,8,9,10,12	7,8	7,8	II
9	2,3,4,9,10,12	7,8,9	9	
10	2,3,4,10,12	2,7,8,10	2,10	
12	12	1,2,3,4,7,8	12	
Iterations-3				
2	2,3,4,10,12	2,6,10	2,10	
3	3,4,12	2,6,11	3,4	III
4	3,4,12	2,6,12	3,4	III
9	2,3,4,9,10,12	9	9	
10	2,3,4,10,12	2,10	2,10	
12	12	1,2,3,4	12	
Iterations-4				
2	2,10,12	2,6,10	2,10	IV
9	2,9,10,12	9	9	
10	2,10,12	2,10	2,10	IV
12	12	1,2	12	

Iterations-5				
9	2,9,10,12	9	9	V
Iterations-6				
12	12	1,2	12	VI

3.1 Building ISM Model

Use of the iterations has enabled us to identify the four levels through which can classify the barriers in to order.

Figure 1: ISM Model



3.2 MICMAC Analysis

In this research study we also MICMAC along with ISM. This is the chart representation that allow us to classify the factors in to four quadrants on the basis of driving power and dependence power. As per the construct of the MICMAC analysis four cluster are developed called as independent, dependent, linkage and autonomous.

4. RESULTS AND DISCUSSION

Digital Banking is the one of core interest area for any country economic growth and development including Pakistan. It has potential to cast material impact on creating convenience for the customers as well as economic growth.

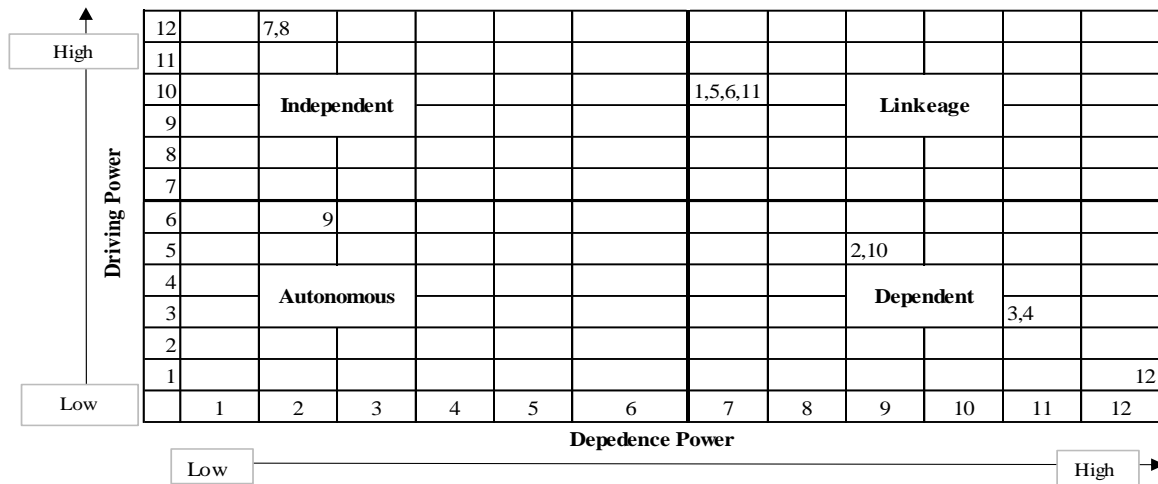


Figure XX: MICMAC Analysis

Sr.#	Result of Literature Review Details of Barriers Impacting Digital Growth	Result of MIMAC Analysis			Cluster	ISM Results		Comments
		Driving	Dependence	Effectiveness		Level		
1	English Lanugage Usage in Digital Technologies (Content Relevance Barrier)	10	6	-4	Linkeage	I		
2	Resistance to Change in adopting new technology	5	9	4	Dependent	IV		
3	Unaffordable high e-banking fees	3	11	8	Dependent	III		
4	Security & Privacy Barriers	3	11	8	Dependent	IV		
5	Non availability of Digital Innovation Labs	10	6	-4	Linkeage	I		
6	Collaborative tensions between employees and external partners (providing digital innovation solution, support or expertise)	10	6	-4	Linkeage	I		
7	Illiteracy issue	12	2	-10	Independent	II	Key Factor	
8	Trust issues of Customer on digital banking	12	2	-10	Independent	II	Key Factor	
9	High Technogy Cost	6	7	1	Autonomous	V		
10	Lack of Telecommunication Infrastruture	5	9	4	Dependent	IV		
11	Banking Legacy Systems	10	6	-4	Linkeage	I		
12	Ineffective Utilization of Digital Banking Platform	1	12	11	Dependent	VI		

The results of ISM have been juxtaposed as against the results of MICMAC. MICMAC confirms the results of ISM as such.

5. CONCLUSION

This study has great value for stakeholders of banking that wish to prioritize their efforts and resources to remove the most important barriers and challenges for successful policy implementation. There are lots of barriers in promoting digital banking growth in developing countries like Pakistan. There is a severe need to unearth these barriers and understand the complex interrelations among barriers.

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CAUSES OF BINGE EATING HABITS IN UNIVERSITY STUDENTS: IMPOSING ORDER, DIRECTION AND HIERARCHY ON COMPLEX RELATIONS

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ABSTRACT

Compulsive consumption also known as Binge eating is a form of disordered eating, whereupon person eats excessively in a short period of time. People with binge eating disorder eats food while they are hungry and even after full appetite. People suffering from binge eating habits, combat with feelings of regret, anxiety and depression. Binge eating may feel good for a short time but in reality it takes you backward. Inflation Extra weight and is the result of binge eating. Binge eating habits is usually seen in university students as they just spend their free time in cafeteria, eating snacks. Therefore, this research is about binge eating habits in university students. Design of research study embraces review of relevant literature, data collection by survey and data analysis. Two unique structural methodologies have been applied in combination. First one is Interpretive Structural Modeling (ISM) for identification of binge habits, imposing order, direction and hierarchy on complex relations among the habits and second one is Matrice d'Impacts Croises-Multiplication Applique a Classement (MICMAC) technique to additionally verify the results of ISM. Results reveal list of habits, show ISM model and driving-dependence diagram. This is a unique study on a very different topic that contributes new insights for students, parents, regulators, society and researchers.

Keywords: Binge Eating Habits, University Students, ISM, MICMAC

1. INTRODUCTION

Binge eating habit is a manner of eating more rapidly than normal. People consuming huge amount of food even when not feeling actually hungry or eating alone for feeling nervous/embarrassed by how much one is eating. Depression and binge eating habits have a close relationship. People who are depressed usually do binge eating, however there are many other factors that cause binge eating habits. Everyone who does binge eating may not have binge eating disorder. Binge eating may provide comfort for some time but it ends in weight gain, obesity and stress. It has many side effects; people don't know that their eating habit can kill them. But now it can be treated by medication. The Binge Eating Disorder Association (BEDA) is the national organization dedicated on providing guidance in the recognition, inhibition, and cure of Binge Eating Disorder (BED). BEDA is dedicated in helping those affected by binge eating disorder through examination and support of best practices in cure and recovery that honor the individual's needs and conditions.



These habits are usually marked in teenagers, especially in university students. Students spend their most of free time in cafeteria. Students eat because they feel they have nothing to do else. They eat because their friends are eating i.e. if a student sees his/her friends sitting in cafeteria and eating something, he/she also starts eating with them to feel comfortable sitting with them. Environmental factors play an important role in building these habits in people. Basically technology has killed our physical activities, students just want to sit somewhere to use their mobiles and laptops etc. and eat in an abnormal way. They don't know that how this thing is harmful to them. If a person eats according to his need, and he is physically fit then he is not suffering from binge eating disorder or any other eating disorder but he may have binge eating habits. Students should keep themselves physically fit by playing some sport, or doing some extra-curricular activities. Continuous eating not to physical need of body, leads to binge eating disorder. Some students are depressed, some feel alone, and some are just mentally disturbed due to some circumstances. These all things may be the reason for binge eating habits in students. They should know how these habits effect on their mental and physical health. Next are the objectives of this survey:

- i. To identify the causes of binge eating habits,
- ii. To identify the relation of depression with binge eating habit and
- iii. To build a structural model by imposing hierarchy.

My research questions are:

- a. What people know about this disorder?
- b. Is it difficult to identify that a university student is suffering from binge eating habit?
- c. Is binge eating a genetic issue?

This research paper uses literature review method i.e. general factors causing binge eating habits in university students together with expert opinion/focus group for identifying the causes. Whereas, ISM for hierarchicalization and MICMAC for driving-dependence power analysis. ISM/MICMAC is workable with as less as 5 elements (Sushil, 2017) and with as many as more than 80 elements (Li et al., 2019). Therefore, remaining part of the paper is divided into literature review, solution methodology, results & discussion and conclusion.

2. LITERATURE REVIEW

Fairly comprehensive literature survey has been conducted using modern search engines to explore leading research data basis. A purposive survey of the studies regarding binge eating habits and binge eating disorder, was conducted exclusively. The result of that survey is represented chronologically in following section.

2.1. Survey of Literature of Binge Eating

Binge-eating disorder (BED) is an existing new outcome, included in the 4th edition of the Diagnostic and Statistical Manual of Mental Disorders. In spite of the fact that weight is not a diagnostic specification of BED, the majority of patients with binge eating disorder are overweight. Among obese grown-ups finding help for obesity, without getting rid of binge eating appears to be a widespread problem with an estimated prevalence rate of 20–50% (Decaluwe & Braet, 2002).

The Washington Post, Ferdman (2015) article expresses that most people have a tendency to respond comparatively to depression. When they feel depressed, they lose interest in doing things and enjoying them. The tendency is so frequent that lack of interest in people, outings



and even food is recognized as one of the five clinical indications of depression. But there are some people who tend to show a different reaction. For these people, depression raises high levels of impulsivity. They do things other than their normal habits. For example, opening a box of ice cream and vanishing all of it. The thinking was that people who binge ate did so simply because they were emotional. But it's actually a lot more specific than that. It's not really people who are emotional as much as people who become emotional when they are depressed. Reinberg (2007) also said in his article that binge eating is a condition where people undergo repeated, uncontrolled eating binges without trying to absolve it, 3.5 percent of women and 2 percent of men during their lifetime. The condition is strongly linked to obesity. Binge eating is at the top of the list of eating disorders, with the first-ever national survey on eating disorders finding it much more widespread problem than either anorexia or bulimia.

Stephan (2014) in his talk about binge eating disorder said that there are two reasons which lead to binge eating disorder. First is going on diet, if you are overweight than you start workout and eat diet food. In this animal part of our brain take over and gives us notifications to eat sugary food. Our brain consists of two parts i.e. Animal part and Human part (Prefrontal cortex). Human brain is what has control over every decision that you make while animal brain can't control our movements but it just wants fundamental needs to survive like eating, sleeping and reproducing. This brain forces us to eat sugary food to have some taste in life and that leads us to binge eating disorder. The other reason of binge eating is state/mood change habit. Like if we are depressed we start eating whereas there are many other things which can change our mood. But slightly this becomes our habit and we start binge eating just to change our state. Binge eating is a form of self-harm (Mortan, 2014). Binge eating have some harmful effects like sudden weight gain, mental confusion and dizziness, depression and shame during and after binge episode, stomach cramps and ulcer etc. Robbins (2012) in his talk told that how to take care of our body. He said we have to make three simple changes in order to achieve our goals, first change your standards, secondly change your limiting beliefs and on last change your strategy.

Waller (2001) in his article states that a sense of lack of control during the episode (feeling unable to stop eating or control what or how much to eat) is known as binge eating. He discusses a case of a young woman who has been suffering from binge eating since six months. She looks about normal weight but she says she feels too fat. Firstly, he concluded the issues like asking about her current method of weight control, asking about her attitude towards weight and shape, asking about her eating habits, etc. The solution in his point of view is self-help. Self-help is appropriate, she should buy a self-help book or she might follow a self-help program. Depressive symptoms may resolve without specific treatment as the eating disorder improves. Studies using written self-help material for the treatment of binge eating disorder suggest that a third to a half of patients recover using this relatively simple and cost effective intervention. The list of factors that influence binge eating, on the bases of the documentation review table 1 is generated with the final list of causes. The causes in the given table might not certainly be representative in the capacity of university students.

To initiate the study on the causes of binge eating, it was required to approve the relevance of the cause in the study scenario. A standard method to achieve this kind of endorsement is to get approval of verified variables by experts of this domain. This is why recognizing the relevant parties and a team of experts is a vital part of this study. The researchers deliberated on the stakeholders and consider: doctors, universities/institutions, students, researchers,



families, community members and food business owners as major stakeholders. Representatives of these stakeholders have been recruited on the panel in order to strike true representativeness. In this context, a panel of 10 experts have been recruited Table 2.

Table 1: Final List of Causes

Sr.	Causes
1	Peer Pressure
	Boredom
	Depression
	Stress
	Anxiety
	Loneliness
	Pain
	Fear
	Eating Pattern
	Sleeping Pattern
	Excessive Income/Pocket money
	Biological causes/ Genes

Table 2: Profile of Panel of Experts

Sr. #	Designation	Affiliation
1	Fitness Trainer	Cuts & Guts GYM, Lahore.
2	Nutritionist	Omar Hospital, Lahore.
3	Dean	SOM dept, Forman Christian College, University, Lahore.
4	Assistant Professor	Forman Christian College, University, Lahore.
5	University Student	Bahria University, Lahore.
6	Senior Member	Student Activities Office.
7	Researcher	Biotechnology department.
8	Mother	Parent of a student.
9	Father	Parent of a student.
10	Café Contractor	Mehboob & Brothers Café.

Semi-structured interviews were conducted with experts in order to extract the relevant causes from the initial slant of causes. In this regard, the list of twelve causes was presented to ten experts (Table 2) but only ten causes could attain the vote of majority, the causes which have been dropped from further investigation have been marked grey/italicized in Table 3.

Table 3: Verification of Causes by Experts

Sr. #	Causes	Experts										Vote
		1	2	3	4	5	6	7	8	9	10	
1	Peer Pressure	√	√	√	√	√	√	√	√	√	×	9
2	Boredom	√	√	√	√	√	√	√	√	√	√	10
3	Depression	×	√	√	√	√	√	√	√	√	√	9
4	Stress	√	√	√	×	√	√	√	√	√	×	8
5	Anxiety	√	√	×	√	√	×	×	√	√	√	7
6	Loneliness	×	√	×	√	√	√	×	√	×	√	6
7	<i>Pain</i>	×	×	×	√	×	×	×	×	√	×	2
8	Fear	×	×	√	√	√	×	×	×	√	√	5
9	Eating Pattern	√	√	×	√	×	×	√	√	√	×	6

10	Sleeping Pattern	√	√	√	√	×	√	×	√	√	√	8
11	Excessive Income/Pocket money	√	×	√	×	√	×	×	×	×	√	4
12	Biological causes/ Genes	√	√	√	√	×	√	×	√	√	×	7

Hence, only 10 causes namely peer pressure (1), boredom (2), depression (3), stress (4), anxiety (5), loneliness (6), fear (7), eating pattern (8), sleeping pattern (9) and biological causes/genes (10) qualified for the study.

2.2. Methodological Choices to Investigate Causes

There is a wide variety of methods used in researches in the area of eating disorders and mental disorders like multiple regression analysis, structural equation modeling, importance-performance-analyses, TOPSIS, AHP, ANP, etc. Wide range of researchers used ISM, TISM, modified TISM, MICMAC analysis, in combination with different methodologies. This study opted a modern solution methodology of ISM.

3. SOLUTION METHODOLOGY

Many methodologies were assumed to complete this study. The authors are firm on the fact that the benefits of research and studies are highly dependent on the methodology. Using an appropriate method to show the solution is the only way to obtain true benefits. We considered ISM for this analysis and applied it to a vast Verity of areas for this type of problem. The data which is used to analyze the problem was collected from the experts on the matrix type questionnaire using I lead to j as a type of relationship. The panel of experts was contacted thrice for approval of barriers, for remarks on paired relation among those barriers, and lastly for reviewing models being used to create logics, concepts, theoretical writing, and directional inconsistencies in the document, if any.

ISM proceeded step wise as asserted by Attri, Dev & Sharma, 2013; Thakkar, Kanda & Deshmukh, 2008; Warfield, 1973.

- Establishing the contextual relationship between barriers,
- Development of Structural Self-Interaction Matrix (SSIM),
- Development of the reachability matrix
- Partitioning the reachability matrix
- Development of conical matrix
- Development of ISM model
- Check for conceptual inconsistency

Following rules have been used for questionnaire, SSIM and reachability:

Establishing the contextual relationship between factors

Rules for questionnaire/SSIM: $V: i \rightarrow j$ $A: i \leftarrow j$ $X: i \leftrightarrow j$ $O: i \nleftrightarrow j$

Rules for reachability matrix:

for $i \rightarrow j$ entry	1	0	1	0
for $j \rightarrow i$ entry	0	1	1	0

SSIM was constructed through development of approval voting sheet in MS Excel using the rule minority gives way to majority (Abdullah & Siraj, 2014; Cai & Xia, 2018; Dhochak & Sharma, 2016). Then, it was converted into reachability matrix by converting symbols (i.e. V, O, A, X) into binary codes (i.e. 0, 1) by using rules aforementioned. Therefore, initial reachability matrix looks like Table 5.



Table 4: SSIM

Sr. #	Causes	1	2	3	4	5	6	7	8	9	10
		Peer Pressure	Boredom	Depression	Stress	Anxiety	Loneliness	Fear	Eating Pattern	Sleeping Pattern	Biological causes/Genes
1	Peer Pressure	■	O	O	X	V	A	V	O	O	O
2	Boredom		■	V	X	V	X	O	V	V	O
3	Depression			■	A	X	X	A	V	V	A
4	Stress				■	A	X	A	V	V	O
5	Anxiety					■	V	A	V	V	A
6	Loneliness						■	V	V	X	O
7	Fear							■	V	V	A
8	Eating Pattern								■	X	A
9	Sleeping Pattern									■	A
10	Biological causes/ Genes										■

SSIM was constructed through development of approval voting sheet in MS Excel using the rule minority gives way to majority (Abdullah & Siraj, 2014; Cai & Xia, 2018; Dhochak & Sharma, 2016). Then, it was converted into reachability matrix by converting symbols (i.e. V, O, A, X) into binary codes (i.e. 0, 1) by using rules aforementioned. Therefore, initial reachability matrix looks like Table 5.

Table 5: Initial Reachability Matrix

Causes	1	2	3	4	5	6	7	8	9	10
1	1	0	0	1	1	0	1	0	0	0
2	0	1	1	1	1	1	0	1	1	0
3	0	0	1	0	1	1	0	1	1	0
4	1	1	1	1	0	1	0	1	1	0
5	0	0	1	1	1	1	0	1	1	0
6	1	1	1	1	0	1	1	1	1	0
7	0	0	1	1	1	0	1	1	1	0
8	0	0	0	0	0	0	0	1	1	0
9	0	0	0	0	0	1	0	1	1	0
10	0	0	1	0	1	0	1	1	1	1

Above $n \times n$ matrix has three parts i.e. $i-j$, $i-i$ and $j-i$. In which $i-j$ is empirical data, $i-i$ diagonal 0s or 1s are logical formal truth data and $j-i$ is inferential data. In this way, the initial reachability matrix in form of binary matrices was constructed. Transitive relations like $a=b$, $b=c$ then necessarily $a=c$ were formally checked by using MS Excel and replaced some of the 0s with 1* and reconstructed reachability matrix under name and style of final reachability matrix Table 6.

Table 6: Final Reachability Matrix

Causes	1	2	3	4	5	6	7	8	9	10	Driving Power
1	1	1*	1*	1	1	1*	1	1*	1*	0	9
2	1*	1	1	1	1	1	1*	1	1	0	9
3	1*	1*	1	1*	1	1	1*	1	1	0	9
4	1	1	1	1	1*	1	1*	1	1	0	9
5	1*	1*	1	1	1	1	1*	1	1	0	9
6	1	1	1	1	1*	1	1	1	1	0	9
7	1*	1*	1	1	1	1*	1	1	1	0	9
8	0	0	0	0	0	1*	0	1	1	0	3
9	1*	1*	1*	1*	0	1	1*	1	1	0	8
10	0	0	1	1*	1	1*	1	1	1	1	8
Dependence Power	8	8	9	9	8	10	9	10	10	1	82

The final reachability matrix contains one additional column (titled as driving power) and one additional row (titled as dependence power) that contain number of 1s in columns and rows respectively. Driving and dependence power will subsequently be used for MICMAC analysis. The reachability matrix was converted into conical matrix and digraph which being optional (Sushil, 2012) have not been reported here. On the basis of final reachability matrix and using the partitioning method of binary matrices iterations have been performed in order to determine the levels of the model Table 7.

Table 7: Iterations

Causes	Reachability	Antecedent	Intersection set	Level
<i>Iteration I</i>				
1	1,2,3,4,5,6,7,8,9	1,2,3,4,5,6,7,9	1,2,3,4,5,6,7,9	
2	1,2,3,4,5,6,7,8,9	1,2,3,4,5,6,7,9	1,2,3,4,5,6,7,9	
3	1,2,3,4,5,6,7,8,9	1,2,3,4,5,6,7,9,10	1,2,3,4,5,6,7,9	
4	1,2,3,4,5,6,7,8,9	1,2,3,4,5,6,7,9,10	1,2,3,4,5,6,7,9	
5	1,2,3,4,5,6,7,8,9	1,2,3,4,5,6,7,10	1,2,3,4,5,6,7	
6	1,2,3,4,5,6,7,8,9	1,2,3,4,5,6,7,8,9,10	1,2,3,4,5,6,7,8,9	I
7	1,2,3,4,5,6,7,8,9	1,2,3,4,5,6,7,9,10	1,2,3,4,5,6,7,9	
8	6,8,9	1,2,3,4,5,6,7,8,9,10	6,8,9	I
9	1,2,3,4,6,7,8,9	1,2,3,4,5,6,7,8,9,10	1,2,3,4,5,6,7,8,9	
10	2,3,4,5,6,7,8,9,10	10	10	
<i>Iteration II</i>				
1	1,2,3,4,5,7,9	1,2,3,4,5,7,9	1,2,3,4,5,7,9	II
2	1,2,3,4,5,7,9	1,2,3,4,5,7,9	1,2,3,4,5,7,9	II
3	1,2,3,4,5,7,9	1,2,3,4,5,7,9,10	1,2,3,4,5,7,9	II
4	1,2,3,4,5,7,9	1,2,3,4,5,7,9,10	1,2,3,4,5,7,9	II
5	1,2,3,4,5,7,9	1,2,3,4,5,7,10	1,2,3,4,5,7	
7	1,2,3,4,5,7,9	1,2,3,4,5,7,9,10	1,2,3,4,5,7,9	II
9	1,2,3,4,7,9	1,2,3,4,5,7,9,10	1,2,3,4,5,7,9	II
10	2,3,4,5,7,9,10	10	10	
<i>Iteration III</i>				
5	5	5,10	5	III
10	5,10	10	10	
<i>Iteration IV</i>				
10	10	10	10	IV

Conical matrix have been prepared according the procedure devised by Warfield (1973) Table 8.

Table 8: Conical Matrix

Causes	6	8	1	2	3	4	7	9	5	10
6	1	1	1	1	1	1	1	1	1*	0
8	1*	1	0	0	0	0	0	1	0	0
1	1*	1*	1	1*	1*	1	1	1*	1	0
2	1	1	1*	1	1	1	1*	1	1	0
3	1	1	1*	1*	1	1*	1*	1	1	0
4	1	1	1	1	1	1	1*	1	1*	0
7	1*	1	1*	1*	1	1	1	1	1	0
9	1	1	1*	1*	1*	1*	1*	1	0	0
5	1	1	1*	1*	1	1	1*	1	1	0
10	1*	1	0	0	1	1*	1	1	1	1

1.1. Building ISM Model

An ISM model has been prepared using classical procedure of directed graphs that looks like Figure 1.

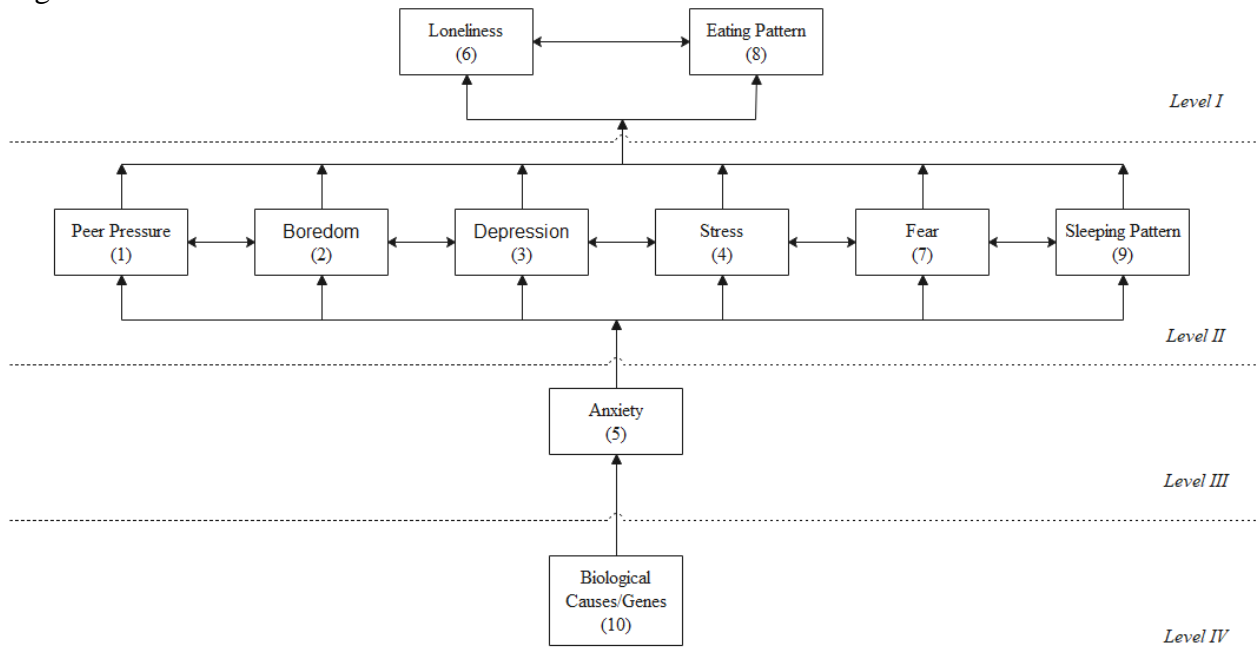


Figure 1: ISM Model

It is a four level model partitioned through applying aforementioned partitioning method, the key factors are the biological cause / genes and the anxiety because they occupy the bottom level of the model. These are independent factors as well, whereas, loneliness and eating pattern are the dependent factors. All remaining are linkage, since they occupy middle level of the model.

3.2. MICMAC Analysis

Cross impact matrix multiplication applied to classification (MICMAC analysis) has been performed below to cross verify the results of ISM.

HIGH												
↑ Driving Power	10											
	9							1,2,5	3,4,7	6		
	8	10		Independent							9	
	7							Linkage				
	6											
	5											
	4											
	3		Autonomous					Dependent			8	
	2											
	1											
LOW		1	2	3	4	5	6	7	8	9	10	
	LOW	Dependence Power →										HIGH

Figure 2: MICMAC Analysis

MICMAC analysis divides the factors into four different clusters that is autonomous (no factor in this cluster), independent (factor 10 falling this cluster), linkage (factor 1, 2, 3, 4, 5, 6, 7 & 9 fall in this cluster) and dependent (factor 8 fall in dependent cluster). The results of MICMAC affirm the results of ISM.

4. RESULTS

Binge eating habits are harmful and lead to binge eating disorder. Students are not aware of the causes and its harmful effects. Due to utmost importance of health, the causes of binge eating have been investigated by using two unique structural methodologies i.e. ISM and MICMAC analysis. That provides understanding of complex interrelationships among causes of binge eating habit. Summarized results are presented as Table 8.

Table 9: Summary Results of Literature, MICMAC and ISM

Result of Literature Review Ratified by Experts		Results of MICMAC Analysis				ISM Results		Comments
No.	Causes	Driving	Dependence	Effectiveness	Cluster	Level		
1	Peer Pressure	9	8	1	Linkage	II		
2	Boredom	9	8	1	Linkage	II		
3	Depression	9	9	0	Linkage	II		
4	Stress	9	9	0	Linkage	II		
5	Anxiety	9	8	1	Linkage	III		
6	Loneliness	9	10	-1	Linkage	I		
7	Fear	9	9	0	Linkage	II		
8	Eating Patterns	3	10	-7	Dependent	I		
9	Sleeping Patterns	8	10	-2	Linkage	II		
10	Biological Causes/Genes	8	1	-7	Independent	IV	Key Factor	

Results of ISM and MICMAC have been juxtaposed and are quite aligned. Results of MICMAC affirm the results of ISM.

5. CONCLUSION

This study has shown a wide range of informative details that has great concern for stakeholders of health sectors who willing to take notice of binge eating disorder and emphasize their efforts and resources accordingly. There are lots of causes of binge eating habits in university students. There is a severe need to understand these causes and keep the students healthy as they are the assets of the nation. Standard procedure of ISM is applied and results show that factor 10 and 5 occupy bottom and are the most important and key factors.



Factor 10 is also a independent factor as shown in MICMAC diagram. Factor 1, 2,3,4,7 and 9 occupy middle of the model and are linking as per MICMAC, therefore, they are moderate important /severe and agile and the same time. Factor 6 and 8 occupy top of the model and factor 8 falls in dependent cluster of MICMAC, therefore, these factors are least important. Most of students have misconception that it is mostly seen in students because they think eating a lot is binge eating but actually eating food when you are not feeling physically hungry is called as binge eating. Sometimes pressure from parents, family or friends also led the students to indulge binge eating. They also think this is not much harmful; it only makes them obese but in reality binge eating is a dangerous disease which can cause many other problems. We should do public campaigns and seminars to tell students about binge eating disorder. They should know all harms and causes of this disorder. Universities should provide opportunities for different sports and extra-curricular activities to students in order to keep them healthy. Media awareness can play an important role in controlling binge eating habits in students.

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