



## **National Conference on Research and Contemporary Issues in Management**

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**City University of Science and Information Technology (CUSIT) and City  
University Center for Sustainability Studies (CUCSS)**

### **Conference Abstract Proceedings**

#### **Theme 01: Human Resource Management Paper 01**

#### **Servant Leadership and Job Satisfaction among Academicians**

Muhammad Hashim, Dr. Muhammad Azizullah Khan, Sajad Ali

#### **Abstract**

Servant leadership model is not something to have recently been explored that integrates subjects towards better teaming and productivity but playing well in the field ever since the recorded human history. The lives of the known Messengers of the God would explicitly reveal that they displayed servant leadership every now and then by dint of which they are yet followed yet in all social, political and economic spheres of lives. Here, in this study, four dimensions of servant leadership like: Altruistic Calling. (AC), Wisdom (W), Emotional Healing (EH), Organizational Stewardship.(OS) and Persuasive Mapping. (PM), have been examined to find whether, do they have an impact on workplace related outcome (job satisfaction)? Drawing on an information of 335 academicians of public universities in Khyber Pakhtunkhwa, Pakistan, uncovered that all components of servant leadership have direct effect on faculty satisfaction. These results add to the commitment of servant leadership practices, in like manner to values-based authority, which may conceivably demonstrates as originality to the literature about the effect of servant leader model practices on the efficiency of the academicians.

**Keywords:** Servant, leadership, job satisfaction, Public Universities, Academician. SEM

## Paper 02

### **Role of Despotic leadership on employee turnover intention; A moderated mediated model**

Dr.Adeeba Khan, Dr.S.M.M.Raza Naqvi, Usman Sohail

#### **Abstract**

Leadership is certainly the authority or the control of an individual over the employees who are obliged to perform their jobs under his / her command. Lack of productivity of organization is due to high turnover of employees. Those employees work under the despotic leaders they might prefer to quit the organization instead of being the part of organization. Current study discussed the most essential area of leadership and its employee's turnover by considering locus of control as moderated variable and emotional exhaustion as a mediating mechanism. Data has been collected from registered public and private health care firms. The findings of the study support the hypothesis. To conduct the analysis SPSS and AMOS has been used.

**Keywords:** Despotic leadership; Locus of control; Emotional exhaustion; Turnover intention

## Paper 03

### **Effect of Leadership Style on Organizational Performance: A Case of Islamic Banking Industry in Pakistan**

Dr. Muhammad Arif, Abdul Wasai, Dr.Shams Ur Rehman, Dr. Noor Jehan

#### **Abstract**

The current study is an attempt to explore the relationship of leadership styles and organizational performance. Transformational and transactional leadership styles were chosen as independent variables, while the performance of organization is chosen as dependent variable. Inspirational motivation, Individual Consideration and Charisma are constructs of Transformational leadership style, while constructive reward system and Corrective management system are constructs of transactional leadership style. Employees' satisfaction is taken as measure of organizational performance. The study has its focus on Islamic banks of Peshawar, Pakistan. The data is collected with the help of questionnaire. The findings of the study show that, constructive reward system, inspirational motivation and Charisma have significant positive relationship with employees' satisfaction. While, corrective Management system and Individual consideration have positive insignificant in relationship with employees' satisfaction.

**Keywords:** Leadership Styles, Employees' satisfaction, Inspirational Motivation, Charisma

## Paper 04

### **Employee Retention and Job Satisfaction in the Era of Transformative Marketing: An Investigation in Context of Pakistan**

Muhammad Naseer, Waqas Ali, Muhammad Farooq and Raja Nasir Ali Khan

#### **Abstract**

The rationale of this research work is to probe the relationship between supervisory support, organizational commitment and employee retention through job satisfaction in the pharmaceutical industry of Pakistan. Initially conceptual and theoretical work is done. In this study pharmaceutical sector of Islamabad; Rawalpindi and Peshawar are selected for the study purpose. Through extensive literature review, discussion and previous findings it is concluded that job satisfaction; organizational commitment and supervisor support is positively related to employee retention. Employee with organizational commitment will have strong emotional binding with organization and will exert more efforts and will be more productive. A satisfied employee will stay longer in the organization and will be productive as well. Supervisory support also increases job satisfaction and has positive impact on employee retention in organization. Findings of the study can be implemented to pharmaceutical sector and other economic sectors as well for better employee retention; job satisfaction and growth of the organization.

**Keywords:** Job satisfaction, Supervisory Support, Employee Retention, Organizational Commitment, Pharmaceutical Industry.

## Paper 05

### **The Impact of Green Human Resource Management on Organizational Performance: A Case of Manufacturing Industry**

Abdul Rashid, Dr. Waqar Alam, Muhammad Zahid

#### **Abstract**

The aim of the study is to investigate the impact of perceived green human resource management on organizational performance. The data were collected through a structured questionnaire from 198 human resource personnel of manufacturing firms operating in the industrial area of Khyber Pakhtunkhwa (KP). The data were analyzed using the SPSS software package. The results indicated that there is a positive impact of green recruitment & selection on organization performance. Likewise, green pay & rewards and green involvement have positively predicted organization performance. However, green performance management recorded negative and green rewards have no impact on organization performance. The study has significant implications for academic and industrial practitioners regarding the implementation of green human resource management and organization performance. The study also fills the gap and provides social implications.

**Keywords:** Green human resource management, manufacturing firms, organization performance

## Theme 02: Human Resource Management II

### Paper 06

#### Comparative Analysis of Performance Appraisal Procedures of Educational Institutions

Sadaf Naushad, Dr. Abdul Majid

#### Abstract

The study reveals the effect of cultural intelligence on job performance among expatriates in Pakistan while taking sample of 340 individuals. The result shows that cultural intelligence is one of the essential competencies in cross cultural area that help expatriates to enhance job performance in an international assignment. The findings of this study show that expatriates in Pakistan have high dimensions of metacognitive and motivational cultural have better adjustments and have high job performance. High interaction was related to high metacognitive and cognitive cultural intelligence. Secondly there exists direct relationship of contextual performance, metacognitive and behavioral cultural intelligence. This study helps out in the field of cross-cultural management and enhances the knowledge in this field. This study has also practical importance to expatriate firms in the areas of recruiting and selecting individuals on an international level.

**Keywords:** Cultural intelligence, job performance, cross cultural adjustment and expatriate performance.

### Paper 07

#### Who mimics whom? Evidence from corporate sector

Muhammad Mudassar Anwar, Filza Hameed, Ummar Aftab

#### Abstract

Firms imitate their peers while making their own financial decisions. Firms imitate peers as imitation serves different underlying motives. The current study intends to establish that is there any financial motive of firms which causes them to imitate peers. To serve this purpose, the current study established two set of peer groups on the basis of size (small and large firms) utilizing Propensity Score Matching (PSM) methodology. To explore this financial motive, three measures of financial performance such as Return on Assets (ROA), Return on Equity (ROE) and Stock Return (SR) were taken. The results of the study confirmed minimal differences across all three measures of financial performance indicating firms imitate peers to bring same financial performance to those of their peers. Strengths as well future directions are discussed.

**Keywords:** Peer effect, Mimicking Behavior, Propensity Score Matching

### Paper 08

#### FROM RESOURCES TO PERFORMANCE: WORK ENGAGEMENT AND RESOURCES

Dr. Muhammad Farooq Jan, Shabana Essa, Dr. Muhammad Faheem Jan, Dr. Wisal Ahmad

#### Abstract

Employee engagement has become an essential business construct for many leading organizations as an essential driver for efficiency and productivity. The study discusses the drivers of the work engagement and employee performance at workplace by considering different resources including job

and individual resources on the bases of COR theory in Pakistan (OGDCL). Questioners containing 34 items which was adapted from A. B. Bakker, Demerouti, Evangelia, Oerlemans, Wido GM (2014) The Job Demands–Resources (JD-R) questionnaire. AMOS statistical package was used to draw the model and check the mediation of PR (personal resource) between job resources and work engagement. Results shows that personal resources and job resources effect the work engagement as mediating and independent factor respectively while work engagement make very minimum to job performance. Directions regarding areas for future research are given.

**Keywords:** job resources, personal resources, work engagement, Human resource management, Job Performance.

### **Paper 09**

#### **Does Internal branding effect Employee Performance? An Empirical Evidence from Services Sector of Pakistan**

Agha Husna, Raja Irfan Sabir, Naila Sabir, Hamid Mehmood, Muhammad Bilal Majid

#### **Abstract**

Internal branding with its divergent tools, techniques and dimensions is no doubt capable of aligning and changing interests, attitudes, minds and behavior of people inside the organization. However, impact of internal branding varies according to different sectors, and this study instigates the impact of internal branding in healthcare sector of Pakistan. Since, aftermath are employees, this study investigates employees of private hospitals that are nurses, male and female, of all three-nursing cadre. This study targeted a total of 230 nurses from different private hospitals in Sialkot by employing convenience sample of non-probability. The study used primary data comprising of quantitative nature and cross sectional, collected through self-administered questionnaire survey. Data were analyzed using Reliability, Durbin Watson, Normality, Regression and Correlation analysis. Findings reveal that internal branding brings positive (but not significant) variation in employee performance.

**Keywords:** Internal branding effect Employee Performance

### **Paper 10**

#### **Antecedents of Dark Leadership: Empirical Evidence from Khyber Pakhtunkhwa Police Department**

Prof. Dr. Qadar Bakhsh Baloch, Mrs. Sourath Maher, Dr. Syed Mohsin Ali Shah

#### **Abstract**

The paper investigates the prevailing antecedents of dark leadership phenomenon, if any, by examining followers' perceptions with regard to leaders-follower's relations. The dark leadership is a least research phenomenon as the prevalent literature on leadership is preoccupied with the traits that evoke positive leadership behaviors to maximize effectiveness. Employing quantitative research approach, survey method was used in collecting data by administering an adopted questionnaire (35 items scale) to the n-300 police officers of Mardan Division. With response rate of 291 returned complete in all respect. The respond rate marked as 97% as 291 questionnaires were retrieved back

filled in all respect. Besides, testing the reliability of the instrument through Cronbach Alpha and pilot study of the instrument; the convergent validity, discriminate and construct validity was also ensured. Data was analyzed with Partial Least Squares Structural Equation Modeling (PLS-SEM) for measurement and structural analysis. The model found dark leadership behavior having predictive relevance of all five antecedents; abusive supervision, authoritarian leadership, narcissism, self-promotion, and unpredictability thereby accepting all of the five hypotheses. The research suggests for the investigation in to the consequences of dark leadership behavior at workplace and a qualitative research to explore new antecedents, if any, in Pakistani context.

**Keywords:** Dark leadership, antecedents, narcissism, abusive supervision, authoritarian leadership, self-promotion, and unpredictability.

## **Paper 11**

### **Nexus of Students Behaviors and Teachers Attitudes with Corporal Punishment in Peshawar Schools**

Dr. Muhammad Wasim Jan Khan, Mr. Gohar Sulaiman, Dr. Rana Muhammad Shahid

Yaqub, Dr. Muhammad Waqas

#### **Abstract**

Throughout the world corporal punishment is seen as initial matter. In order to ensure discipline, institutes used corporal punishment as a tool. This study is undertaken in the background of emerging nations particularly Pakistan. It has been detected that on account of corporate punishment in Pakistan several students quitted educational institutes. The current study discovers the occasion, teacher's perception regarding corporal punishment across various chosen institutes of KPK. This study targets few well educational institutes of Peshawar, utilizing a survey questionnaire as the data collection instrument. Regression analysis is used to test the proposed model. The results show that corporal punishment, as a tool leaves negative indelible imprints on the minds of students and needs to be discouraged. Several methods alternative to corporal punishment for controlling student's behavior are unknown to teacher. Further, this study unearths alternative methods that helps teacher in controlling students' behavior in the schools.

**Keywords:** Corporal Punishment, Education, Discipline, School, Peshawar

## **Theme 03: Entrepreneurship and Marketing**

### **Paper 12**

#### **Actors value in context through engagement in an entrepreneurial community**

Anees Wajid, Dr. Osman Sadiq Paracha, Dr. Aneel Salman

#### **Abstract**

Entrepreneurship is a mechanism for economic development, poverty elevation and job creation. One way to develop entrepreneurial culture is to develop entrepreneurial communities and Eco-systems. These entrepreneurial communities co-create value at the system level by various actors interacting and integrating resources. The literature in this case is limited on the underlying mechanisms of how value is co-created at the actor level of the system. We henceforth explore the phenomena of actor engagement in an entrepreneurial community as an underlying mechanism of value co-creation and look how it leads to value in context for actors within these communities. Through a phenomenological study of a period of eight months of actors within the Khyber Pakhtunkhwa Impact Challenge (KPIC) we provide themes of engagement and value-in- context that the actors perceive. Based on these themes we provide proposition of how actor engagement leads to value-in-context in entrepreneurial community. This study adds to entrepreneurship Eco-system literature and service dominant logic research in marketing. The paper provides recommendations of orchestrating engagement within entrepreneurial communities.

#### **Keywords:**

### **Paper 13**

#### **The Impact of Consumer Level of Education on Reflection towards SMS Advertising**

Abid Ullah Khan<sup>a</sup>, Muhammad Zulqarnain Arshad <sup>b</sup>, Waris Ali Khan<sup>c</sup>, Sobia Bano<sup>d</sup>

#### **Abstract**

The world became a global village due rapid innovation in technology most of the things are now a click away, as in advertising nowadays companies are using different technologies to send information to the customers about their products and services. Mobile marketing provides a new medium for communicating advertising messages to consumers. Marketing through Mobile eliminate barriers of location and time between company and consumer. Due to revolution in computer and mobile technology in recent years mobile marketing became important both for companies and researchers. To address advertising messages to consumers through mobile devices with individualize advertising, understanding their attitude is important to investigate. This paper discusses the influence of consumer level of education impact on consumer attitude towards SMS advertising. The collected data of sample (N=250) was analyzed by running different statistical tests through statistical package for social sciences. The results of our study present that Informativeness, entertainment and Credibility influence consumers attitude towards advertising. While Irritation showed insignificant impact on consumer's attitude towards mobile advertising. Results also shows that as the level of education increases among the consumers their attitude



towards SMS advertising becomes negative. So, the negative attitudes towards the advertisement by the educated people can have a negative impact on the brand image of the companies opting for mobile marketing. Therefore, marketers should design the message according to the target audience to avoid such negativity towards the brand image.

Key words: mobile Ads, consumer attitude, entertainment, informativeness, irritation, credibility, education.

## **Paper 14**

### **Consilience –Holistic, Overarching and Deterministic knowledge**

Marriam Malik

#### **Abstract**

The paper is inspired by Edward O Wilson research driven and inspired by the writings of E.O Wilson, Particularly with his book Consilience. The paper evaluates works and verdict of eminent philosophers with their methodological positions and proposes a way forward towards Consilient Methodology. The premise of the paper is evaluating the methods that seek to observe knowledge, philosophical stances are taken into consideration in order to evaluate the historicity of methods that were used to seek, observe and attain knowledge.

**Keywords:** Historicity, Methods, Consilience

## **Paper 15**

### **Practicing Social Innovation in the Social Entrepreneurial Initiatives: Triggering Transition Towards Sustainable Social Development**

Sidra Mumtaz, Noor Ul Hadi

#### **Abstract**

Pakistan being a developing country is facing numerous social challenges and the public sector has remained unsuccessful in satisfying the basic needs of a marginalized group of society. Despite having numerous social challenges few organizations are making efforts to resolve these issues by using traditional approaches. This social imbalance creates a demand for effective social approaches to handle this pressure and respond efficiently to cater to the needs of society on a priority basis. In this regard, social entrepreneurship is found to be a useful tool for overcoming social challenges by using business models for generating money and meeting unfulfilled needs of a marginalized group of society. Therefore, the primary focus of this study is to highlight the role of social innovation in social entrepreneurial initiatives to achieve sustainable social development. In order to investigate the hypothesized relationships, quantitative research was conducted through an online survey in Pakistan. Data was collected from social enterprises and Non-Governmental Organizations (NGOs), engaged in taking social entrepreneurial initiatives all across Pakistan. Data were analyzed by using SPSS 20 software. Research results show that there is a significant mediating role of social innovation in



relationship between social entrepreneurship and sustainable social development. Findings show that practicing social innovation in social entrepreneurial initiatives contributes significantly towards sustainable social development. These findings are useful for media, government sector, researchers, policymakers, entrepreneurial educators, academia, social entrepreneurs and NGOs.

**Keywords:** Social entrepreneurship, social innovation, sustainable social development, Pakistan

## Paper 16

### **Developing an Integrated Process Model of Student Based Brand Equity in Higher Education Institutions of Khyber Pakhtunkhwa**

Munsif Ullah, Wisal Ahmad, Hafiz Ullah

#### **Abstract**

Due to exponential growth in the number of higher education institutions, competition among institutions for attracting a sufficient number of students has also increased exponentially. The potential to provide customers with information about experience and credence qualities in advance of purchase has resulted in widespread recognition of the significance of branding and brand equity in relation to consumer choice in the service sector, particularly in the higher education sector. In such a scenario, there has been a paucity of marketing models that could better guide the senior management of higher education institutions on how to develop positive brand equity for their respective institutions. This study presents a holistic and integrated process model of students-based brand equity in higher education institutions by reviewing extant theories of marketing such as Keller, and Aaker conceptualizations of customer brand equity, Expectation-Disconfirmation theory of Oliver and the brand relationship model of Esch, Tobias, Bernd & Patrick. The present study used a sample of 465 senior students from different stratum public sector universities, including general universities alongside medical and engineering institutions of Khyber Pakhtunkhwa, Pakistan. Data for the current study is analyzed through SMART-PLS. The results provide partial support for the proposed conceptual model including brand equity sources direct relationship in the formation of students-based brand equity and mediating effect of brand relationship model, student's expectation-disconfirmation and student's loyalty in the relationship between brand equity sources and students-based brand equity. The proposed model of students-based brand equity developed in this study is a comprehensive model that will provide a guide map to the management of higher education institutions to effectively form high and positive students'-based brand equity. Since brand equity positively affects students' admission intention, the proposed model thus guides universities management towards increasing the students' enrollment in long run. The study thus is a novel combination of theories from marketing and business domains which has not been previously covered in such detail manner.

**Keywords:** Brand Equity Sources, Students Expectations-Disconfirmation, Brand Relationship Model, Students Based Brand Equity

## Paper 17

### **The influence of attitude towards Facebook advertising on purchase intention: Brand page “Like” intention to participate in word of mouth (WOM) as a mediator.**

Zia Ullah Khan, Dr. Hafiz Ullah, Dr. Muhammad Kaleem

#### **Abstract**

Social networking sites are hosting billions of members. Brand pages on the social networking sites allowed consumers to interact directly with the brand. The marketers are using the brand pages' tool on social networking sites especially Facebook to increase purchase intention. The like intention of a brand page to take part in word of mouth (WOM) is an intentional behavior found in the literature. The aim of this article is the determination of the impact of attitude towards Facebook advertising on purchase intention including mediating impact of intention to like a brand page to engage in word of mouth (WOM). The data was collected from different Pakistani clothing brand pages. The data was analyzed by using a quantitative research method. The online structured questionnaire link was distributed among the brand page followers. First the reliability and validity were confirmed. The inter connectedness between the constructs was measured by the structural equation modeling (SEM) using Smart PLS version 3. There is positive and significant impact found between the attitude towards Facebook advertising on purchase intention and mediation impact of the like intention of a brand page to take part in word of mouth (WOM) was significant. The results could provide a reference for future research on brand pages and suggest practical reference for company business strategy.

**Keywords:** Facebook, brand fan pages, attitude, like intention, purchase intention

## Theme 04: Finance

### Paper 18

#### **Corporate Governance, Financial Crisis and Stock Liquidity: The Interplay of Governance Compliance and Operating Liquidity**

Javed Khan, Shafiq Ur Rehman

#### **Abstract**

This study investigates that how corporate governance obedience and economic crunch affects liquidity of stocks. By employing fixed effect model on a sample of 170 non-financial listed firms of Pakistan for the time period 2007-2016, the study finds that governance obedience affects the stock liquidity positively, while it is negatively affected by global economic crunch. By dividing the sample on the basis of operating liquidity and governance quality, the study further finds that economic crisis-share liquidity relationship is influenced by corporate governance quality and operating liquidity. Predominantly, outcomes of the study highlight the eminence of corporate governance obedience and economic crunch in shaping stock liquidity, and signify the value of governance obedience and operating liquidity during economic crisis for Pakistani firms. The results have repercussions for strategy building and investment in Pakistan.

**Keywords:** Economic crunch, Stock liquidity, operating liquidity, Governance obedience, Fixed effect model

## Paper 20

### **Impact of future contract on weak form of market efficiency in Pakistan**

Maqsood Ali Shah, Dr. Naimat U. Khan, Dr. Mian Muhammad Atif

#### **Abstract**

This study investigates the impact of future contract on weak form of market efficiency on the Pakistan Stock Exchange (PSX). The current study uses ten years' data of 18 companies, which offer future contract, and 58 firms, which do not offer future contracts over the period from January 2006 to December 2015. This study applies Unit Root Test, Variance Ratio Test (VRT), Auto Correlation Function Test (ACF), and Run Test (RT) to measure weak form of Efficient Market Hypothesis. The results find that returns for both samples do not follow random walk and documents a particular trend in form of significant correlation with previous returns. This study shows that future contract has insignificant impact on market efficiency on the PSX.

**Keywords:** Pakistan Stock Exchange, Single Stock Futures, Efficient Market Hypothesis, Random Walk

## Paper 21

### **Environmental Sustainability impact on Firm Financial Performance: Evidence from public listed companies of Pakistan.**

Musa Khan, Qadar Bakhsh Baloch, Adnan Ahmad

#### **Abstract**

The aim of the study is to find out the impact of the environmental sustainability (ES) dimension of Corporate Sustainability Practices (CSP) impact on the financial performance of the companies listed publicly on the Pakistan Stock Exchange (PSX). This study observes the sustainability, CSR and annual reports for five years from 2012 to 2016 of the companies listed publicly on PSX. The content analysis technique was used for data collection purposes. The statistical power with the Fixed Effect (FE) and Random Effect (RE) model was incorporated. In this paper, we used ROA and Tobin's Q as a measure of Firm Financial Performance (FFP). Results indicate that environmental sustainability has a significantly positive impact on financial performance (ROA & Tobin's Q) of the companies listed publicly of PSX. Other variables such as Firm size has no impact on FFP (ROA & Tobin's Q), whereas Firm age has a significantly positive impact on ROA but had no significant impact on Tobin's Q. Firm leverage has a significantly negative impact on ROA whereas it had a significantly positive impact on Tobin's Q. These outcomes propose that public listed companies of Pakistan should be involved constantly in the activities related to environmental sustainability and its disclosure; as the result shows that the financial performance of the companies can be improved while indulging themselves in the practices related to environmental sustainability. This study tried to add to the existing literature of the developing countries especially to the studies related to Pakistan. Furthermore, the current period of this study also added novelty to the relationship between environmental sustainability and the financial performance of the firms. Plus, it shows an optimistic picture to the Security and Exchange Commission of Pakistan (SECP) and other regulatory authorities to make CSP especially the environmental sustainability dimension obligatory for firms to follow.

**Keywords:** Corporate Sustainability Practices, Environmental Sustainability, Firm Financial Performance, Pakistan Stock Exchange.

## **Paper 22**

### **Effect of Corporate Governance on Firms' Capital Structure of Listed Companies in Pakistan**

Dr. Mahboob Ullah, Dr. Muhammad Azizullah Khan, Dr. Muhammad Ramzan, Muhammad Hashim

#### **Abstract**

This study seeks to examine the impact of corporate governance on capital structure of one hundred and five manufacturing firms listed on Pakistan Stock Exchange from 2013 to 2018. For accomplishment of research objectives, data was collected from the audited annual reports of these firms. Corporate governance was measured through managerial ownership, board size, and board independence, whereas capital structure was calculated through debt to equity and debt to total asset. Pearson's correlation analysis and generalized method of moments regression model is used to test the hypotheses. The outcomes indicated that managerial ownership has positive and significant association with capital structure, however board size and board independence have negative and significant relationship with capital structure. The findings of this study support the previous studies and document that firms adhering code of corporate governance makes optimal capital structure decision that enhance firm solvency, mitigate risk and hence instills investors' confidence on financial market.

**Keywords:** Corporate Governance, Capital Structure, and Pakistan Stock Exchange

## **Theme 05: Human Resource Management**

### **Paper 23**

#### **Causes and Effects of Perceived Organizational Obstruction under the moderating role of Subordinate-moqi: A Destructive Facet of Social Exchange Theory**

Hina Fayyaz

#### **Abstract**

Most of the research in literature have discussed SET with the perspective of positive outcomes in an organization. However, how norms of reciprocity yield negative results is not that explored? In these regards, the authors attempted to investigate the link between illegitimate tasks, self-handicapping and perceived organization obstruction. To complement further the hypothesized relationship; the effect of subordinate moqi (a newly developed construct) has also been investigated through the lens of selective perception in power distant country like Pakistan. To test these basic effects and the underlying mechanism data was collected from 234 employees working at managerial positions in the public sector of Pakistan. Regression-based findings revealed that there exists a positive and significant relationship between illegitimate tasks and self-handicapping which is further explained by perceived organization obstruction. The study also found that the relationship between illegitimate task and perceived organization obstruction is high when the subordinate understanding or attention to supervisor implicit cues is high. Thus, hypotheses formulated in the current research were well

supported by the empirical pieces of evidence. The study ends with a conclusion, implications for stakeholders, limitations, and future research directions.

**Keywords:** Illegitimate task, Perceived organization Obstruction, Self-handicapping, Subordinate Moqi

#### **Paper 24**

### **Effect of work load and job stress on employee turnover intention: a case study of higher education sector of Khyber Pakhtunkhwa.**

Nisar Muhammad, Wahid Raza, Dr. Kauser Hayat, Dr. Amir Nadeem, Dr. Atiq ur Rehman

#### **Abstract**

In today competitive environment employees are considered the most valuable asset of an organization. Various organizations are looking new ways to develop their human capital. This development of human capital leads to a great challenge i.e. how to retain this valuable asset in the organization. The current study focused to measures the effect of workload and job stress on employee turnover intention. The present study used the stratified random sampling technique to collect the data from 245 respondents. The obtained data was examined with the help of SPSS and AMOS. The exploratory and confirmatory factor analysis was performed for the factorization of data. The SEM technique was used with GFI, CFI, TLI and RMSEA indices to test the hypotheses of the study. The findings of the study reveal that workload and job stress are positively correlated with employee turnover intention. Therefore, university management should develop and apply appropriate strategies to reduce job stress and consequently employees' turnover intention.

**Keywords:** Job Stress, Workload, Employee Turnover Intention, SEM

#### **Paper 25**

### **Does Leader's Sense of Humor lead to LMX and Employee Job Involvement? A Mediation Analysis**

Shrisha Munaf, Dr Noor-ul-Hadi and Sadia Aftab

#### **Abstract**

Humor adds joy to our lives, since, it is an effective tool in reducing tension and adding beauty to human interactions. However, little research is conducted on the outcomes of humor and specifically on the role of leader sense of humor in organization. Therefore, the study aims to explore and examine the direct and indirect effect of leader sense of humor on LMX and job involvement via LMX. To test the hypothesized associations- drawn from social information processing theory and LMX theory, data was conveniently collected from 184 respondents. Findings of the study revealed that employees who experience high quality of working relationship with their leader are found to be more involved in their job. This clearly indicates that leader's sense of humor is an effective tool in boosting employee job involvement, whereas the bridging role of LMX in the relationship between Leader's sense of humor and employee job involvement is also considerable in Pakistani service sector. The study ends with limitations, implications, conclusions, and future research directions.

**Keywords:** leader's sense of humor, leader-member exchange (LMX) and work involvement.

## **Paper 26**

### **Supervisor Expediency leads to Unethical Behaviors: An Empirical Study**

Sheema Ahmad

#### **Abstract**

This paper discusses the impact of supervisor expediency on employee unethical behavior, with mediating effect of employee unethical tolerance. The main focus of study was to check the role of variables on odd shift workers working in the BPO industry of Pakistan and how social learning theory impacts this level of workers. Alongside, the role of employee unethical tolerance has been studied as a mediator. Ethical behavior has been an issue in the companies operating in Pakistan. Unethical behavior affects the organization's position in the longer run and supervisor behavior affects the thinking of employees in a significant manner. The data is collected through structured questionnaires. The analysis has been done on 130 responses. Result confirms that supervisor expediency affects the employee unethical behavior in a significant way in the presence of employee unethical tolerance acting as mediation.

**Keywords:** Supervisor Expediency, Unethical Behaviors

## **Paper 27**

### **If I don't exist: An empirical investigation of workplace ostracism and psychological distress**

Surryia Hayat Mengal, Dr. Beenish Malik, Dr. Jamil Ahmad

#### **Abstract**

In this study we examined the mediating role of interpersonal deviance and moderating effects of ingratiation between workplace ostracism and psychological distress, based on transactional theory of stress and coping. Cross sectional survey design was used; data was collected from 202 academicians from all universities of Quetta. Workplace ostracism threatens employee's interpersonal needs and self-efficacy. Employees try to cope with this approach and avoid indulging in psychological distress, through influence behavior ingratiation. This relationship was investigated by applying structural equation modeling using AMOS to analyze direct and indirect paths. Our results show that workplace ostracism interpersonal deviance and ingratiation contributes to the prevalence of psychological distress and offer direct and collateral appliance. One path involves actions that dispirit ostracism by influential behavior, another step measure related to interpersonal deviance anticipated by mentoring and employee's support plans. The current research clarifies the underlying influential, intellectual and emotive mechanism between workplace ostracism and psychological distress. It extends research on interpersonal deviance and ingratiation to explain its theoretic as well as experiential effects on psychological distress. It additionally demonstrates how employees adopt ingratiation to turn down negative outcomes of workplace ostracism. Lastly, it explains the whole mechanism in context of collectivistic philosophy of Pakistan.

**Keywords:** Workplace, Ostracism psychological distress



## Paper 28

### **Leaders' Emotional Intelligence and Employee's Job Attitude and Behavior: The Mediating Role of Locus of Control by**

Muhammad Usman and Nauman Habib

#### **Abstract**

Leaders' emotional intelligence has been a topic of enormous debate and discussion over the last decade. This research intended to examine the impact of leaders' emotional intelligence and its impact on employees' job attitudes and behaviors and also to find whether there is any part played by the locus of control to mediate this relationship. Emotional intelligence has been acknowledged one of the most significant traits in leadership where it's relationship with other job outcomes makes them more interesting. This study has been conducted to find out the essence of the theory of emotional intelligence in the educational environment in Peshawar, KP, Pakistan. The technique of simple random sampling was used to choose a sample of 220 respondents, involved in participating of filling up a structured questionnaire. For analyzing, the data collected from the respondents, construct reliability and validity, regression and correlation analysis was performed. This study, in compare to other studies, exposed that the relationship of leaders' emotional intelligence and employees' behavioral and personal outcomes has a positive relationship, the results were found statistically insignificant and the locus of control has showed a mediating effect on this relationship in Peshawar model educational institutes of Peshawar. For researchers, this study will provide insight into different paradigms and will help them to assist the process of emotional intelligence.

**Keywords:** Emotional Intelligence, Employee's Job Attitude, Locus of Control

## Theme 06: Sustainability Performance

### Paper 29

#### **Corporate Social Responsibility and Firm's Performance: An Evidence from the Cement Industry of Pakistan**

Shahid Mehmood, Dr. Muhammad Niaz Khan, Dr. Haseeb Ur Rehman

#### **Abstract**

This study aims to investigate the influence of Corporate Social Responsibility (CSR) on the financial performance of the firms in cement industry of Pakistan. The study employed quarterly data collected from the annual and other financial reports of the sample firms from 2009 to 2016. Corporate Social Responsibility (CSR), as a predictor, is measured by Donation, Insurance and Worker Welfare Fund while firm's performance, as an outcome variable, is measured by Earning per Share (EPS) and Net Profit Margin (NPM). The results, by employing Ordinary Least Square with Panel Corrected Standard Errors (OLS-PCSEs) showed that CSR has a positive effect on the firm's financial performance. Besides supporting the stakeholder's theory, the findings also explain the social behavior of Pakistani cement firms which implies that firms implementing CSR activities in their operations are having an edge on those who do not implement any such activities.



## Paper 30

### **Macroeconomic Factors as Drivers of Foreign Portfolio Investment in Pakistan**

Zahir Ullah, Mumtaz Hussain Shah, Adeel Rahim

#### **Abstract**

This study is about foreign investment with Pakistan as the unit of analysis. It focuses on foreign portfolio investment (FPI) in Pakistan stock exchange (PSX) by using secondary data extracted from official websites for identifying drivers of FPI such as economic growth activity, interest rates, exchange rate risk, inflation rate, country risk and foreign direct investment (FDI). Correlation is checked along with co-integration analysis. Co-integration is carried out for checking the long run relation. After establishing long run relationship, short run relationship is explored through vector error correction model (VECM). Post positive results from the said econometric techniques, the magnitude of these relationships is gauged by carrying out multiple regression analysis through ordinary least square (OLS) method.

**Keywords:** Foreign Portfolio Investment (FPI), Co-integration, Vector Error Correction Model (VECM), Pakistan Stock Exchange (PSX)

## Paper 31

### **Impact of Dividend Policy on Stock Prices Before and After Capital Gain Tax Imposition: The Case of Manufacturing Sector of Pakistan**

Attah Ullah, Dr. Muhammad Adil, Dr. Muhammad Kaleem, Syed Arshad Ali Shah

#### **Abstract**

The aim of the study is to find the impact of dividend policy on stock prices before the capital gains tax imposition (2006-2010) and after the capital gains tax imposition (2011-2015). This study uses Descriptive statistics, Correlation, and Panel Regression Analysis to investigate the impact of Dividend Policy on Stock Prices. The study is covering 10 years' time period from 2006-15. This study investigated that before the imposition of capital gain tax there is no effect of Dividend Policy on Stock Prices. The reason why the benefit in the said time period is greater is that there was no tax on capital gains. Investors were buying shares at low price and sell it at a higher price to earn capital gains. The first theory which is a dividend irrelevance theory supports the results of before capital gain tax imposition and the theory were presented by Miller and Modigliani (1961). The study also investigated that after the imposition of capital gain tax, Dividend Policy became the main tool of fluctuation in the prices of shares. The reason why people were unbiased to capital gains is that the tax on capital gains became higher than the tax imposed on dividend. So, stockholders started to opt for those shares which yield a high dividend. This result of after capital gain tax imposition period is supported by "Bird in Hand" were presented by Lintner (1962) and Gorden (1963). The management of firms needs to follow a stable dividend policy to gain the confidence of investors for a long period of time. Investors may prefer stocks of those firms, which yield high dividend. Because high dividend payout ratio may indicate that the future of the firm is bright and its earnings may rise in the future. For the investor's point of view, my research work recommends that investors need to opt for shares of those firms which pay high and stable dividend payout ratio. Because the stock prices of those firms affect much which follow a fluctuating dividend payout.

**Keywords:** Dividend Policy, Capital gain, Tax, shareholders, Dividend payout

### **Paper 32**

#### **Econometric Analysis of the impact of Corporate Social Responsibility on Firm's Financial Performance of Pakistan**

Amin Ullah Khan, Dr.Haseeb Ur Rahman, Dr.Zafir Ullah Khan, Dr.Zubair

##### **Abstract**

The present work examines the effects of corporate social responsibility on profitability (CSR) of banking sector of Pakistan. The existing literature mainly focused on manufacturing industry of developed countries, while this study investigating the impact of CSR on financial sector of Pakistan. Secondary data were collected from 15 different banks from their annual reports for the period 2007-2016. Furthermore, study used summary statistics and two step system GMM to analyze the performance and found significant positive impact of CSR on financial sector performance. Moreover, the present work also observes that banks with good history of CSR spends less at present as they have established good reputation in society. In addition, the study finds that banks with good past financial performance also experience high profitability at present. Our study provides important empirical insights for regulators and other key stakeholders especially State Bank of Pakistan and banking industry of Pakistan for improvement in firm performance and profitability.

Keywords: CSR, Firms Financial Performance, Pakistan

### **Paper 33**

#### **Do the Audit Committee Attributes Constrain Earnings Management Practices? Evidence from Pakistan Stock Exchange**

Sattar khan, Yasir Kamal

##### **Abstract**

This research paper investigates the effect of Audit Committee characteristics such as Independence, Expertise, Size and Diligence on Earnings Management in the light of the recent past (2017) amendment in the Code of Corporate Governance in Pakistan. The study has taken a sample of 172 non-financial companies from Pakistan Stock Exchange to checks the amendment's impact on the composition of the Audit Committee. The study used Random Effect Regression by using 860 firm years' observation from 2013 to 2017. The finding of the study depicts that Expertise in the Audit Committee Lowers Earnings Management while Independence, Size and Activity are not significantly related to the proxy of Earnings Management. The literature on Audit Committee attributes and Earnings Management is scarce particularly in Pakistan, therefore, this paper adds its part in corporate governance literature on Pakistani perceptive and shows the importance of Audit Committee attributes in monitoring income manipulation. To the best of our knowledge, this empirical study is first of its kind in Pakistan. The present research study recommends and supports the 2017 amendment in the Pakistan Code of Corporate Governance about the Audit Committee's expertise for ensuring financial transparency. At last, the outcomes of this paper can be of particular interest to the developing

countries' monitoring authorities and policymakers to ensure the independence and expertise of the Audit Committee.

**Keywords:** Audit Committee, Corporate Governance, Earnings Management, Pakistan Stock Exchange, Code of Corporate Governance

### Paper 34

#### **Workplace Sustainability and Firms Financial Performance: The Mediating Role of Environmental Sustainability**

Gohar Ayaz, Muhammad Zahid, and Sultan Asim Khanzada

#### **Abstract**

Importance of sustainability in the organizations has been significantly increased after the introduction of sustainable development goals (SDGs) by United Nations Development Program (UNDP) in 2015. One of the SDGs is decent work and economic growth. This goal aims to achieve full and productive employment along with decent work by the end of 2030. An important dimension of decent work is workplace sustainability, which is concerned with work and work-related issues of organizational employees. Workplace sustainability includes human rights of the employees, health and safety issues, employee-employer relationship, social issues, training and development, and working conditions for employees. In developing countries, it is also noticed that main focus of the organizations is on the external stakeholders hence organizations are involved in philanthropic activities while ignoring the wellbeing of their own employees. This situation triggers the need of shifting the managerial attention towards the better working environment and to ensure the workplace sustainability. This study has assessed the influence of workplace sustainability on financial performance of Malaysian PLCs with mediating effect of environmental sustainability. The results indicate a positive effect of Workplace Sustainability on Financial performance with partial mediation of Environmental sustainability.

**Keywords:** SDGs, Decent Workplace, Sustainability, Malaysia

### Paper 35

#### **The Analysis of Multi-Stakeholder's View of Ecopreneurship Startups in Khyber Pakhtunkhwa**

Fazaila Shad, Fayaz Ali Shah, Shahid Jan Kakakhel, Muhammad Zahid

#### **Abstract**

Entrepreneurship is acknowledged as the wheel and an engine of economic growth. The new concept of ecopreneurship is emerged which focuses on the economically independent environment conscious business and also diminishes the dependency on external funding. The concept also emphasizes on the social, economic and environmental sustainability of the startups. The qualitative study was conducted to find out the perception of multi-stakeholders about ecopreneurship and the barriers faced by ecopreneurs. The study participants included thirty multi-stakeholders from the different sectors, who were interviewed to explore the concept of ecopreneurship. The study found that the concept of ecopreneurship is still emerging among the startups. Likewise, there were substantial barriers faced by ecopreneurship towards the sustainability of the startups such as limited knowledge, lack of

information and awareness by startup entrepreneurs and limited funding for promoting sustainable ecopreneurship ventures. In the end the way forward was also discussed. The study brings significant contributions in the literature and have implication for the stakeholders involved in ecopreneurship.

**Keywords:** Ecopreneurship, Startups, Multi-Stakeholders, Khyber Pakhtunkhwa

## Theme 07: Finance

### Paper 36

#### **Thirty Years of Tax Reforms and Organizational Dynamics of Federal Board of Revenue (FBR): A Comparative Focused Review**

Syed Mahmood Ali Shah

#### **Abstract**

Federal Board of Revenue (FBR) has a long history of reforms stretching over more than three decades. Yet in another recent attempt during April, 2019 the World Bank (WB) executed an investment project financing worth \$1.5 billion under the name of Pakistan Revenue Mobilization Project with objective of raising revenue through reforms in tax administration. All the previous reforms were not successful to achieve the desired objectives and the tax to GDP ratio of Pakistan remained stagnant and could hardly enter into double digit. Without reasonable understanding of the organization the reforms may not be able yield favorable results. This paper focuses on reviewing tax reforms in FBR during the period from 1990 to 2020 with specific reference to the organizational dynamics of tax machinery in Pakistan. This review paper reveals that the whole process of reforms was initiated without proper diagnoses of problems associated with organizational dynamics of FBR and instrumental in low level of revenue collection. Reforms in public sector organizations concentrate more on the way organizations function and the predominant values that shape the behavior in organization rather than the structure, processes and rules. Federal Board of Revenue (FBR) is not only a complex organization but also premier revenue collecting agency of the state and therefore diagnosing the problems associated with revenue mobilization involve a number of factors both internal as well as external. The paper concludes that reforms based on appropriate exploration of problem through in-depth diagnostic and situation analysis may deliver a bigger picture of the challenges faced with tax machinery for sustainable revenue mobilization.

**Keywords:** Tax Reforms, Organizational Dynamics, Federal Board of Revenue (FBR), Pakistan

## Paper 37

### **The Effect of Chief Executive Officer Dominance and Shareholder Rights on Cost of Equity Capital Evidence from Pakistan Stock Exchange**

Yawar Miraj Khilji

#### **Abstract**

This Research examines the effect of the Chief Executive officer dominance, as measured through variable construct known as Chief Executive Officer pay slice, bonus, annual pay, salary, the restricted stock total value granted on the given year, stock options on that given year, and any other total compensation and incentive payouts for long-term are part of that construct, and Shareholder rights measured through Staggered boards, Limit to amend laws, Limit to amend charter, Super majority Golden Parachute and Poison pill, on the cost of equity calculated using the capital asset pricing model (CAPM) approach. A total of top 100 listed companies on Pakistan stock exchange were investigated to analyse the relationship between these variables for the period 2012 to 2018. Researched used descriptive statistics, a correlation -matrix, a Fixed Effect Model approach, to test the panel data collected. Research results indicate that when Chief executive officers align their interest with that of shareholders, the risk of agency problem is mitigated thus leading to lower cost of equity. These results could be due to the transition phase through which Pakistani companies are passing after the promulgation of the Code of Corporate Governance in 2002.

**Keywords:** CEO dominance; Shareholder rights; Cost of Equity

## Paper 39

### **Why Number of IPOs Fluctuates Over Time: Case of Pakistan Stock Exchange (1999-2017)**

FAZLI RAHEEM

#### **Abstract**

The current study attempts to examine the relationship of collective perception and exchange rates in Pakistan. We argue that people search online for information on currency exchange rates, that searching activity is being transformed into data- that could reflect people's interest for a given currency. The current study used Google Trends data of seven pairs of currencies to account for the level of interest in these currencies in Pakistan. These pairs include United Arab Emirates Dirham, Saudi Arabian Riyal, U.S. dollar, Kuwaiti dinar, Qatari riyal, Omani riyal and Canadian dollar against Pakistani rupees. These currencies are selected based on the highest level of remittances received in these currencies. The study has utilized a data from 2010 to 2019 and used vector-autoregressive models for the purpose of estimations. The results showed a significant impact of the collective perception measured through google trends data on exchange rates. So, we argued that Google Trends information could be utilize by investors seeking information on exchange rate trends in Pakistan.

**Keywords:** Exchange rates, Collective perception, Google Trends, Vector-Autoregressive, web Search, Behavioral Finance

## Paper 40

### **Delusion and Wisdom of the Crowds: Collective Perception in Pakistani Exchange Markets**

Furqan Ullah, Hamid Ullah, Shahid Jan, Muhammad Asif

#### **Abstract**

The current study attempts to examine the relationship of collective perception and exchange rates in Pakistan. We argue that people search online for information on currency exchange rates, that searching activity is being transformed into data- that could reflect people's interest for a given currency. The current study used Google Trends data of seven pairs of currencies to account for the level of interest in these currencies in Pakistan. These pairs include United Arab Emirates Dirham, Saudi Arabian Riyal, U.S. dollar, Kuwaiti dinar, Qatari riyal, Omani riyal and Canadian dollar against Pakistani rupees. These currencies are selected based on the highest level of remittances received in these currencies. The study has utilized a data from 2010 to 2019 and used vector-autoregressive models for the purpose of estimations. The results showed a significant impact of the collective perception measured through google trends data on exchange rates. So, we argued that Google Trends information could be utilize by investors seeking information on exchange rate trends in Pakistan.

**Keywords:** Exchange rates, Collective perception, Google Trends, Vector-Autoregressive, web Search, Behavioral Finance

## Paper 41

### **Institutional Ownership Structure and Earnings Management Practices: Dynamic Panel Estimation**

Muhammad Adnan Parwar Dr. Shahzad Hussain Dr Naveed

#### **Abstract**

We examine the relationship of ownership structure and earnings management practices through Arellano-Bond Dynamic Data-Estimation regression approach. The Kothari, Leone, and Wasley (2005) model is followed for measurement of earnings management practices. Whereas, our study measured ownership structure through different categories of institutional ownerships. Our sample is based on 206 firms over the period of 2013-2017. Consistent with agency theory, the results reveal that mutual funds and financial firms' ownership curtail the earnings management practices in Pakistan.

**Keywords:** Ownership structure, Accrual earnings management, Earnings management.

## Paper 42

### **The Impact of Corporate Governance on Firms Financial Performance: The Mediating Role of Institutional investors**

Kashmala Mukhtiar,

#### **Abstract**

The purpose of the current study is to Identifying the impact of corporate governance upon the institutional investors which trends to improve their confidence level and also study the aspects of family ownership and non-family ownership of the investors. The researcher also focused on the Pre and Post analysis of the SECP 2016 to 2018. Through Corporate governance, the investors were able to improve their confidence level and which trends to improve the financial performance of the firms. The data used in this research are secondary data involving the top 100 companies listed on the Pakistan Stock Exchange for the period 2016 to 2018. The data used in this study were analyzed using secondary data analysis. The results show that corporate governance has a positive impact on the financial performance of the firm through a mediating role of institutional investors. The results also show the mediation of institutional investors on the corporate governance and financial performance of the firm. The study has implications for different stakeholders such as top management of the public listed companies, officials of the Pakistan stock exchange (PSX), security exchange commission of Pakistan (SECP) and academia name a few.

**Keywords:** Corporate governance, Institutional Investors, Financial performance

## **Theme 08: Human Resource Management**

## Paper 43

### **Determinants of Tax Aggressiveness in Family and Non-Family Firms: Evidence from Pakistani Non- Financial Listed Firms in Pakistan Stock Exchange**

Sana, Dr. Hamid Ullah, Dr. Shahid Jan, Dr. Mustafa Afeef

#### **Abstract**

This study has investigated determinants of the tax aggressiveness in family and non-family firms. For this purpose, data of 373 non-financial firms were collected for the time period of 1999 to 2018. The study used descriptive statistics, correlation, and generalized linear regression. The results of family firms showed that investment, dividend, current ratio, tangibility of assets, firm growth, firm size, leverage and net profit margin has significant and positive effect on tax aggressiveness. Moreover, in case of non-family firms, investment, dividend, current ratio, tangibility of assets, firm growth, firm size, leverage and net profit margin have significant and positive effect on tax aggressiveness. The results of the study have significance for investors, corporate managers, tax authorities and shareholders of firms.

**Keywords:** Tax aggressiveness, Firm growth, firm size investments

## Paper 44



## **The Emergence of Green Human Resource Management as a ‘Higher-Order Construct in Asian Context**

Saba Farooq, Muhammad Umair Javaid, Muhammad Zulqarnain Arshad, Arif Jawaid

### **Abstract**

Now the world is moving from production-based to knowledge-based economy. In the present era, environmental concerns are the core objective for any organization. Green human resource management (GHRM) is one of the strategic resources which create competitiveness. GHRM is drawing attention of the researchers, academicians, and practitioners around the globe. However, there exists a gap in the methodological assessment of the dimensions of GHRM on individual, organizational and environmental effects. Therefore, the purpose of this study is to fill the greenness in the literature by synchronizing the dimensions of GHRM as a higher-order construct. The study suggests guiding principles for the managers to align the dimensions of green HRM and offers a conceptual review of the GHRM and its diverse structural dimensions. This study addresses the research void, conceptualizing the GHRM as a higher-order construct in the developing countries where there is lack and underutilization of the resources.

**Keywords:** GHRM, Higher-Order Constructs, Policy Matters, Asia

### **Paper 45**

## **Positive Side of Emotional Labor in Gradations of Organizational Injustices, Perceived Organizational Support and Organizational Citizenship Behavior**

Huma Yaqoob, Muhammad Umair Javaid, Syed Khurram Ali Jafri, Sobia Bano

### **Abstract**

The main purpose of this pilot study is to examine the positive side of banking sector emotional labour in gradations of distributive, procedural, interactional and informational injustices, along with perceived organizational support and organizational citizenship behaviour. For pilot testing, the present study used the partial least squares structural equation modelling (PLS-SEM) technique to identify the range of outcomes. The findings of pilot study show the significant influence of emotional labour in relationship of organization injustice, POS and OCB. The study implications are helpful for managers to act moderately and design employee-cantered policies to control injustice. Pilot study itself is the limitation for generalizability. Future studies should look to increase the factors of study on high sample size. Emotional labour is considered to be a negative element only while, the positive side of emotional labour is majorly overlooked. This study, to the best of researcher’s knowledge is significant to fill the missing gap of positive emotional labour in the field of management sciences.

**Keywords:** Organizational injustice, Emotional labour, Emotional exhaustion

### **Paper 46**

## **Being Aware of Self (Self-Awareness): Does it Help in Reducing Stress Cause by Role Conflict, Role Ambiguity, Work Overload and Time Pressure?**

Imran Rafiq, Dr. Naveed, Muhammad Aleem Akhtar

### **Abstract**

This study has been conducted to observe the importance of self-awareness in reducing the work stress caused by the four common work stressors i.e. role conflict, role ambiguity, work overload and time pressure. The objective of this research was to observe the self-awareness level and its effect on role conflict, role ambiguity, work overload and time pressure amongst nurses and medical staff of three major hospitals and nursing schools of district Peshawar, KP, Pakistan. 361 personally administered questionnaires employing systematic random sample technique were used to obtain this sample size out of 1800 population size. SmartPLS 3.0 were used for data analysis and path analysis. The path coefficients and T-statics result shows inverse relationship and p-value highly significant. The results shows that self-awareness negatively impacts the role conflict, role ambiguity , work overload and time pressure with path coefficients (-0.199)(-0.325)(-0.278)(-0.16)respectively T-statistic values (6.826)(3.79)( 5.678)(2.96) respectively with P-values (0.00) (0.00)(0.00) and (0.03) R-square value 11%, 4%, 8% and 3% shows highly significant p values and path coefficient and two significant and two insignificant R square values.. The results demonstrate that being aware of self can help reduce the stress caused by these stressors.

**Keywords:** Self-Awareness, role conflict, role ambiguity, work overload, time pressure

### **Paper 47**

#### **The Ifs and Buts of Psychosocial Job Demands on Female Nurses Psychological Health**

ZarAyesha Parvez, Muhammad Umair Javaid, Muhammad Zulqarnain Arshad, Saif Ur Rehman

### **Abstract**

In the psychosocial work environment of healthcare sector where nurses play a significant role, a psychological health of female nurses is extremely important considering the fact that they are the heart of this sector. The main aim of this study is to identify the dominance of psychosocial job demands (workplace bullying and emotional demands) on wellbeing of the nurses with an indirect effect of psychological health (stress). The research model is evaluated using a two-step approach by assessing model with the help of statistical techniques using Smart-PLS. This study concludes psychosocial job demands significantly predicts the psychological health of the nurses with both direct and indirect effects. However, we also found the rejection of one of the hypotheses i.e. workplace bullying is negatively associated with the nurse's wellbeing. In literature, the indirect effects of psychological health are highly overlooked in relation to workers wellbeing particularly in the healthcare sector. Therefore, in this study, researcher tried to address the knowledge gap by focusing on the psychosocial work environment issues in the healthcare sector of Pakistan.

**Keywords:** Psychosocial Job Demands, Female Nurses Psychological Health, Pakistan

### **Paper 48**

#### **Development and Management of Human Capital in Educational Institutions: A Perspective for Pakistan**

Brig. Asrat Mahmood, Dr. Amir Ishaque, Dr. Alam Rehman

### **Abstract**

Human capital occupies central position for social and economic development of any country in long term. The success of any country and institution lies in the talent, skills and capabilities of its people. Investing in talent/ skill development, education, health and providing an environment whereby this investment is translated into greater output for the socio-economic development of the country as some whole will pay rich dividends. Institutionalised development and management of human capital is getting wider attention with the increasing globalisation. In Pakistan, ample efforts have been put in for development of human capital; however, there is a need to institutionalise the mechanism whereby aptitude assessment of students is carried-out and accordingly they are counselled for future career path during basic education. In this backdrop, an effort has been made to identify and analyses the current situation prevailing in Pakistan concerning development of human capital in educational institutions during basic education and suggest measures for improvement, development and better management of human capital for future. Primary data has been acquired for analysis, however, where required reference to secondary data was also made to complete the study. Target population for this study was parents and teachers. Convenience sampling technique was used for collection of data. It was concluded that if required guidance were provided to students after having assessed their aptitude during basic education, it would assist in development of human capital.

**Keywords:** Human Capital, Educational Institutes, Pakistan

### **Paper 49**

#### **The Impact of Basic Emotions on Workaholism Triads of Academicians at Public and Private Sector Universities in Quetta**

Mohammad Noman Kasi, Dr. Beenish Malik, Dr. Imran Khan

### **Abstract**

The relation states the impact of basic emotions: happiness, sadness, disgust, fear, surprise and anger upon the workaholism triads of an academicians at private and non-private academic institutes in Quetta city. The purposed relationship found between the six basic emotions (happiness, sadness, disgust, fear, surprise, anger) and workaholism triads. A survey was distributed to academicians based across the private and non- private academic institutes in Quetta. Respondents were randomly selected and two hundred and thirty-nine (239) surveys were collected and analysed. Analysis of the responses demonstrated that six basic emotions (happiness, sadness, disgust, fear, surprise and anger) were significantly and positively related to workaholism triads.

**Keywords:** Happiness, Sadness, Disgust, Fear, Surprise, Anger, Workaholism triads

### **Paper 50**

#### **Managing Workplace Identity: A Case of Working Women in Higher Education Institutes of Khyber Pakhtunkhwa, Pakistan**

Fazila Sadiq, Nainwa Sohail, Muzna Rehman, Nousheen

### **Abstract**

Workplace identity management of working women has been the major concern of organizational studies. Modern world organizations want to have more gender balance in terms of gender equity and equality. For this they need to understand and address various gender related issues and one of such major issue is workplace identity management of female employees. The other purpose of study is to get insights into the employment life of female employees and hence to highlight the related issues for more female friendly workplace policies and practices. This study is aimed at understanding the workplace identity management of working women in higher education institutes of Khyber Pakhtunkhwa. The data was collected through ten semi structured interviews. The field data was coded using different coding schemes. Thematic analysis has been used to analyze the data. It has been known that role duality is major concern of more working women and family support is mandatory to manage their identity. Over, all we develop three major thematic categories which we understand are sufficient to narrate the issue of workplace identity management. This study makes some important contributions to our existing understanding of the issue because of contextual novelty. Further, the findings of this study may help to devise female friendly workplace policy which in turn will help to attain workplace gender equity and equality.

**Keywords:** Cultural patriarchy, Honor killing, social taboos, Workplace harassment

Errors and omissions are subject to rectifications.

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