



**International Islamic University Islamabad**  
**Faculty of Management Sciences**

# **ABSTRACT BOOK**

## **7<sup>th</sup> INTERNATIONAL APPLIED BUSINESS RESEARCH CONFERENCE 2022**

**Digital Transformation & Organizational Leadership:  
Challenges & Opportunities**



**Meeting the challenges of  
4<sup>th</sup> Industrial Revolution through  
Digital Transformation**

**October 12 & 13, 2022**



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# DAY 1

**Day 1**  
**SESSION-1 (FINANCE)**

**Calendar Anomaly and Returns Behavior in a Pre & Post-Covid Context: Evidence from Emerging Markets of Pakistan, India and China**

Kashif Hamid,  
Institute of Business Management Sciences  
University of Agriculture Faisalabad-PAKISTAN  
[kashif.boparai@gmail.com](mailto:kashif.boparai@gmail.com)

Rana Shahid Imdad Akash  
School of Business Management  
NFC Institute of Engineering and Fertilizer Research

Faiz Rasool,  
Institute of Business Management Sciences  
University of Agriculture Faisalabad-PAKISTAN

Sara Naqvi  
Institute of Business Management Sciences  
University of Agriculture Faisalabad-PAKISTAN

**Abstract**

The aim of this study is to investigate the day of the month effect on stock returns in emerging markets of Pakistan, India and China in Pre and Post- Covid scenario. As Efficient market hypothesis is a dynamic subject matter and leads to investigate price randomness in the changing economic turmoil and recovery periods. For this purpose daily data has been used from May 2017 to May 2022 for Pakistan, India and China. Results revealed that in a Pre-COVID period the highest return were found in November and the lowest returns were found in February for Pakistan and highest average returns were found in July and the lowest mean return were found in February, However the highest mean return found in January for China and lowest return was found in October. However, the volatility in return was highest in October for Pakistan and India but for China results revealed highest volatility in February. In a Post-COVID period the highest returns were found in September for Pakistan & China but for India in November. However, the lowest returns were found in March for Pakistan and India but for China lowest returns were reported in December. Volatility remained high in December, March and February for Pakistan, India and China respectively. It is concluded that there exist a varying pattern of mean and variance in both regimes and calendar anomaly prevails.

**Keywords:** Calendar Anomaly, Pre and Post-Covid, Efficient Market Hypothesis, Volatility

# **The Role of Dual Nationality, Financial System Sophistication and Crypto Currency in Money laundering**

Sadia Nazar Hussain

PhD. Scholar, University of Gujrat, Punjab, Pakistan

[nazirsadia48@yahoo.com](mailto:nazirsadia48@yahoo.com)

Dr. Abdul Raheman

International Islamic University, Islamabad, Pakistan.

Dr. Muhammad Anwar ul Haq

University of Gujrat, Punjab, Pakistan

## **Abstract**

Money laundering is a process used to disguise the origin of criminal proceeds. This study primarily aims to pinpoint new and unidentified opportunities that launderers are exploiting to whitewash their black money. Dual nationality (DN), financial system sophistication (FSS), and cryptocurrency (CCLS) are the advanced opportunities being used by launders to clean their funds. Some studies highlight the link between cryptocurrency and money laundering, but no literature has been found addressing dual nationality and financial system sophistication regarding money laundering. This study has explored the role of all three variables in money laundering by improving the Walker model. The study's theoretical model was developed by borrowing justifications from Rational Choice Theory (RCT). For quantitative analysis, FGLS was employed over strongly balanced panel datasets. The final dataset of the study was prepared by compiling data from 177 countries for 11 years (2009- 2019). The study has found that overall, financial system sophistication is an important factor in choosing a laundering center around the globe. However, Pakistani launderers do not perceive FSS as an attractive element for laundering their black money. In contrast, dual nationality was identified as a significant element in money laundering from Pakistan to other countries. However, the aspect of cryptocurrency was found to be a significant attractive element for both national and international launders. The findings of the study guide policymakers and practitioners in strengthening the anti- money laundering strategy.

**Keywords:** Money Laundering, Dual Nationality, Financial System Sophistication, Crypto Currency, laundering centers, Feasible Generalized Least Squares, Walker Model.

## **Islamic Microfinance Modes and Examples: A Case Study of Akhuwat and Islamic Relief**

Dr. Shamaila Haleem

Postdoc Fellow, Islamic Research Institute, International Islamic University, Islamabad

Lecturer, Islamabad Model College for Girls (Post-Graduate), G-10/4, Islamabad

[shmlhaleem@gmail.com](mailto:shmlhaleem@gmail.com)

### **Abstract**

Islamic microfinance is based on Islamic Shariah principle of Halal means of income. It provides interest free small loans to underprivileged people to generate income through small scale projects. It helps in poverty alleviation and addressing income inequalities. It is a means of raising capital by the businesses and individuals in accordance with Shariah or Islamic law. It also points to the types of investments allowed under Islamic law. It can be seen as a unique type of socially responsible investment. There are many modes of Islamic microfinance such as Qarz-e-Hasan, Musharakah, Mudarabah, Salam, Ijarah, Takaful, and so on. Akhuwat is a non for Profit Company of Pakistan providing interest-free loans to the underprivileged people. Islamic Relief is an international aid agency providing a small interest free loan to small-scale businesses and vulnerable individuals. This paper is aimed at studying Islamic Microfinance modes and examples. Akhuwat and Islamic Relief are taken here as case studies for Islamic Microfinance. This is a qualitative study based on interpretivist paradigm. Research methods used here are of document analysis and case study. This research is valuable from the viewpoints of Economics, Banking and Finance, Shariah and Law, Islamic Studies, Business Studies, and Islamic Banking and Finance.

**Keywords:** Islamic Microfinance, Akhuwat, Islamic Relief, Small Business, Islamic Law

# **The Impact of Corporate Social Responsibility and Firm Performance in Pakistan**

Faiza Saleem

Assistant Professor, Department of Management Sciences, University of Wah, WahCantt.  
[faiza.saleem@uow.edu.pk](mailto:faiza.saleem@uow.edu.pk)

Mehak Zara

MS Graduate, Department of Management Sciences, University of Wah, WahCantt  
[mehakzara1221@gmail.com](mailto:mehakzara1221@gmail.com)

Ghulam Yasin

Lecturer, Department of Management Sciences, University of Wah, WahCantt  
[gulam.yasin@uow.edu.pk](mailto:gulam.yasin@uow.edu.pk)

## **Abstract**

Corporate social responsibility is one of the important areas in the field of finance and it helps the firm in improving its investment decisions, which will ultimately increase the firm's financial performance. Corporate social responsibility disclosure (CSR) is the combination of various dimensions like legal, economic, philanthropic, environmental, ethical, and others. The main objective of this research study is to determine the impact of selected dimensions of CSR like ethical, environmental, and legal on firm performance in Pakistan. The dependent variable of the study is firm performance, and the selected CSR dimensions (ethical, environmental, and legal) are used as independent variables along with some control variables (firm size and capital ratio). This study utilized quantitative secondary data collected from the annual reports of listed banks and the official website of the Pakistan Stock Exchange (PSX) spanning from 2010 to 2020. The study applied Ordinary Least Square (OLS) regression and a fixed effect model (FEM) or random effect model (REM) in order to investigate the relationship between dependent and independent variables. The findings showed that the environmental and ethical dimensions of CSR have a significant positive relationship with firm performance, but the legal dimension shows a significant negative relationship with firm performance in the banking industry of Pakistan. The study adds to the body of knowledge in Pakistan's banking industry. The study will also help policymakers in developing a comprehensive CSR policy and further improving the already established standards for CSR in Pakistan.

**Keywords:** Corporate social responsibility, ethical, environmental, firm performance, firm size.



## **Day 1**

### **Session-1 (Management)**

#### **Sustainability in Career Development: Measuring the Impact of Career Development Culture and Career Support of Senior Managers on Organizational Citizenship Behavior with Mediating Role of Career Management – A Study for HR Professionals in Pakistan**

Azmat Hayat

PhD Scholar, Faculty of Management Sciences, Riphah International University, Islamabad  
azmat.hayat@riphah.edu.pk

Dr. Muhammad Sarmad

Riphah International University, Islamabad

#### **Abstract**

This study examines whether career development culture and career support of senior management impact organizational citizenship behavior. Following social cognitive career theory extended model, the study proposed that these two variables positively impact on organizational citizenship behavior. The mediating role of career management is examined towards career development culture, career support of senior management in relationship with organization citizenship behavior. Cross sectional data was collected from 59 HR professionals representing more than 14 different industries in private sector in Pakistan and was analyzed through structural equation modeling. This study found that, career development culture and the career support of senior management positively impact on organizational citizenship behavior through mediating effect of career management. The findings of this study provide implications to the extended model of social cognitive career theory by testing the hypothesized relationships with a cross sectional study. This study findings propose that an organization should develop a career development culture and the senior management should support HR professional through ensuring career management systems to achieve organizational citizenship behavior. Future research could also explore the relationship of career development culture and career support of senior managers with behavioral and attitudinal outcomes including career commitment with moderating effect of person organization fit with longitudinal data.

**Keywords:** career management, career development culture, career support of senior managers, organizational citizenship behavior

# **Employee Expediency and Intention to Sabotage: A Study of Workplace Status and Unethical Pro-Supervisor Behavior**

Maryam Saleem

Faculty of Management Sciences, International Islamic University Islamabad, Pakistan  
[maryamsaleem0888@gmail.com](mailto:maryamsaleem0888@gmail.com)

Saima Naseer

Faculty of Management Sciences, International Islamic University Islamabad, Pakistan  
[saima.naseer@iiu.edu.pk](mailto:saima.naseer@iiu.edu.pk)

## **Abstract**

Humans have innate desire to attain high status as it provides the individual with greater resources and benefits. This study particularly focuses on the workplace where status is quite evident. The positive aspect of workplace status dominates in existing literature by linking it with desirable outcomes, but less attention has been placed on examining its dark side. Utilizing the social influence theory, this study empirically investigates the link between workplace status and employee expediency and intention to sabotage in presence of unethical pro-supervisor behavior as mediator. Using the Hayes PROCESS technique on three-wave primary data collected (N=250) from employees of service sector organizations in Pakistan, our results reveal that workplace status triggers employee expediency and intention to sabotage through the underlying mechanism of unethical-pro supervisor behavior. Overall, our research extends the literature on the dark side of workplace status and unethical behaviors and advances social influence theory by providing support and practical implications for inhibiting unethical behaviors.

**Keywords:** Workplace status; Unethical pro-supervisor behavior; Employee expediency; Intention to sabotage; Social influence theory

## **Curiosity: From the other side of the Coin**

Mirza Muhammad Ahtisham,  
Department of Management Sciences, University of Gujrat, Gujrat

Dr. Muhammad Anwar-ul-Haq,  
Department of Management Sciences, University of Gujrat, Gujrat

Dr. Mirza Ashfaq Ahmed  
Department of Management Sciences, University of Gujrat, Gujrat  
[21016120-004@uog.edu.pk](mailto:21016120-004@uog.edu.pk)

### **Abstract**

Epistemic curiosity is the desire to gain knowledge and is more often thought to benefit learning. In previous research, literature shows that interest curiosity, a facet of epistemic curiosity characterized by ecstatic exploration is certainly associated with traits and abilities that benefit learning. These include general knowledge, intellectual humility, and discernment of the quality of information. Contrary to this, deprivation curiosity is a facet motivated by uncertainty reduction, is associated with errors and confusion. Individuals high in deprivation curiosity claim familiarity with new information and made-up concepts. They find meaning in “non-sense”, believe disinformation, and lack intellectual humility. We theorize that deprivation curiosity is characterized by an indiscriminate openness to information and personality Traits play a significant role in the behaviors enhancing the Deprived Curiosity with a moderating Role of Uncertainty avoidance caused by the extreme uncertainty in the organizational environment enforcing employees to use such tactics to secure their jobs.

**Keywords:** Epistemic Curiosity, Interest Curiosity, Deprivation/Deprived Curiosity, Uncertainty Avoidance, Personality Traits.

# **Impact of Perception of Organizational Politics and Abusive Supervision on Job Crafting with the Moderating Role of Employee Assertiveness**

Usman Farooq

MS Scholar, Faculty of Management Sciences, Riphah International University, Islamabad  
[usman.wpr@gmail.com](mailto:usman.wpr@gmail.com)

Dr. Abdul Qayyum

Associate Professor, Faculty of Management Sciences, Riphah International University,  
Islamabad

## **Abstract**

The research aims to investigate the effects of abusive supervision and perception of organizational politics (PoPs) on job crafting. Moreover, the study examines how employee assertiveness moderates the relationships of perception of organizational politics and abusive supervision relationship with job crafting. The data was collected through a self-administered questionnaire from 365 respondents using convenience sampling. Various statistical techniques were applied to analyze the data. The results showed that organizational politics and abusive supervision have significant adverse effects on job crafting. Furthermore, the proposed moderator, employee's assertiveness did not change the relationships of organizational politics and abusive supervision with job crafting. The research offers implications for academicians and practitioners.

**Keywords:** Perception of Organizational Politics, Abusive supervision, Job Crafting, Employees Assertiveness, Conservation of Resource Theory

## **Challenges Faced by Academic Leaders in Higher Education level in Pakistan**

Ms. Bushra Khalid

M.Phil. Scholar, National University of Modern Languages, H-9, Islamabad

[Bushrakhalid278@gmail.com](mailto:Bushrakhalid278@gmail.com)

### **Abstract**

The current study was intended to explore the challenges faced by academic leaders at the higher education level. The objective was to explore the challenges faced by academic leaders at the higher education level. To identify the difference in challenges faced by the academic leaders in public and private sector universities in Pakistan. The theoretical framework was based on the four domains (Cultural challenges, Personal challenges, Organizational challenges, and Empowerment challenges) given by (Alsubaihi, 2016). The target population was the Head of the Department of Public and Private Sector Universities in Islamabad. A purposive sampling technique was used to collect the data. The sample of this study was N=100. To get the responses, a questionnaire consisting of 28 items was adapted that was given by (Alsubaihi, 2016). The results indicated that academic leaders faced Organizational Challenges at the university level. The results of this study also revealed that there is a significant difference in the challenges faced the academic leaders in public and private sector universities. In public sector universities, academic leaders faced organizational challenges. The results also revealed that private sector academic leaders faced organizational and empowerment challenges. The researcher hopes that the results of this study will be presented before decision makers/takers at higher education administrations, in order to provide programs that enhance the leading role of the academic leader in universities, and consider the study recommendations, for overcoming the challenges they are facing.

**Keywords:** Organizational challenges, Empowerment challenges, Cultural challenges

# **Unlocking the mediating role of emotional exhaustion between compulsory citizenship behavior, abusive supervision, and turnover intentions**

Hira Nayyab

Faculty of Management Sciences, Riphah International University, Islamabad, Pakistan.

[hiranayyab4@gmail.com](mailto:hiranayyab4@gmail.com)

## **Abstract**

This paper aims to investigate the association between abusive supervision, compulsory citizenship behavior, and turnover intention with emotional exhaustion as a mediator across major banks of Punjab through the lens of coercive persuasion theory, using questionnaires. Findings revealed that there is a significant positive association between abusive supervision and turnover intention. Moreover, compulsory citizenship behavior is significantly and positively associated with turnover intention. Additionally, emotional exhaustion has a strong mediating effect on such relationships. Practitioners will find the research beneficial, particularly those in the banking sector.

**Keywords:** Abusive supervision, compulsory citizenship behavior, emotional exhaustion, turnover intention

**Day 1**  
**Session-1 (Marketing & Management)**

**Impact of Post Purchase Regret on Re-purchase Intention; Moderating Role of Complaint Handling**

Riffat zulfiqar

Department of Management Sciences, University of Gujrat, Pakistan  
[Rifat786@gmail.com](mailto:Rifat786@gmail.com)

Kashifa Somal

Department of Management Sciences, University of Gujrat, Pakistan  
[somalkashifa@gmail.com](mailto:somalkashifa@gmail.com)

Amir Shahzad

Department of Management Sciences, Mohi-ud-Din Islamic University Nerian Sharif Azad  
Kashmir  
[Amirshahzadmiu786@gmail.com](mailto:Amirshahzadmiu786@gmail.com)

**Abstract**

The objective of this study is to extend knowledge of online shopping behavior by identifying factors of purchase regret with efficient moderating role of complaint handling between regrets (outcome regret and process regret) and repurchase intention. An adapted survey questionnaire is used to collect data from 300 customers of e-commerce through convenience sampling. PLS-SEM (partial least squares structural equation modeling) is being used for moderating effect. Algorithm and bootstrapping to evaluate structural and measurement models and moderating effect. Results highlight outcome regret and process regret negatively affect repurchase intentions; whereas, complaint handling has positive significant effect and moderating role is also confirmed.

**Contribution/Originality:** It contributes in the existing literature by establishing the links between purchases regret and repurchase intentions. It provides a guideline for the business operating online in Pakistan to align their strategies to minimize the purchase regret.

**Keywords:** Outcome Regret, Process Regret, Complaint Handling, Repurchase Intentions

# **Tackling Non-Emergency Calls Causing Depression among Helpline Staff: The IVR Intervention A before and after study for Pre and Post situational analysis after activation of Interactive Voice Response**

Syed Kamal Abid  
PhD Scholar UOG, M.S.; Regional Officer, Punjab Emergency Service (PES, Rescue 1122),  
Gujranwala Division; Pakistan  
[ms160200230@vu.edu.pk](mailto:ms160200230@vu.edu.pk)

Dr. Anwar ul Haq,  
Assistant Professor of Management, University of Gujrat, Gujrat, Pakistan  
[aayhaq@yahoo.com](mailto:aayhaq@yahoo.com); [anwar.haq@uog.edu.pk](mailto:anwar.haq@uog.edu.pk)

Muhammad Raza  
Punjab Emergency Service(Rescue 1122), Sialkot  
[leorescue86@gmail.com](mailto:leorescue86@gmail.com)

## **Abstract**

This “Before” and “After” study makes a comparison of depression level in the helpline 1122 employees/ Control Room Telephone Wireless operators (CTWOs) of Punjab Emergency Service Department (PESD) departmental intervention. A previous study showed that the said employees perceived borderline depression due to receiving huge number of non-emergency calls (NECs)/ prank calls. Attention of authorities was invited on severity of the issue, urging need for remedial action. Eventually, PESD installed Emergency Management Dispatch System (EMDS) with activation of Interactive Voice Recording (IVR) at their Helpline in December 2021. This intervention reduced per month average number of call from 642,806 to 121,325 without limiting number of emergency calls responded in 9 selected districts. Post intervention depression level in the CTWOs is measured by applying Siddique Shah Depression Scale (SSDS). Using non-probability random sampling technique primary data was collected (n=360) from CTWOs of nine randomly selected districts of Punjab (40 from each district). Secondary data of NECs Pre and Post departmental intervention has also been collected from selected districts. In the situation ‘after’ using IVR 81.12% decrease in average NECs has been noticed with significant reduction in depression levels in CTWOs as compared to ‘before’ situation depicted in the earlier study.

**Keywords:** Punjab Emergency Service, Rescue Helpline, Non-Emergency Calls, Prank Calls, Stress, Depression, Control Room, call center



## **Continuance intentions of Mobile Payment Services in Pakistan**

Roshan Bashir

Msc Economics, BahauddinZakariya University Multan

[roshanbashir@gmail.com](mailto:roshanbashir@gmail.com)

Dr Muhammad Ramzan Sheikh

Associate Professor, BahauddinZakariya University Multan

Tabassum Arshad

Msc Economics, BahauddinZakariya University Multan

### **Abstract**

Nowadays money transfer through mobile payment platforms is very common in western countries. In Pakistan, the intention of mobile payment services is very useful and common nowadays. But some people's intention is that the payment through mobile services is not trusted for that reason the adoption of mobile payment services is still in the initial stage. The current study is based on the diffusion of the invention theory and investigates the experiences of intention to use mobile payment services through a trust facilitating role. The method used is a survey method to collect data from consumers who are using the mobile payment services of

Easy paisa and jazz cash in Pakistan and the current study's aim is to give guild lines to administrators of mobile payment services to enhance the security features, flexibility, and customization which wins the consumers' trust.

**Keywords;** Mobile payment channel, Mobility, Customization, Technical Security, Trust

## **Burka Avenger: “Within Sight, Within Mind.”**

Nimra Khan

International Islamic University, Islamabad

[nimra.khan.vt7060@iiu.edu.pk](mailto:nimra.khan.vt7060@iiu.edu.pk)

Ilaiya Baig

International Islamic University, Islamabad

### **Abstract**

This study revolves around the story of a social entrepreneur Aaron Haroon Rashid, who tested the waters of the Blue Ocean strategy, that is: Local Children’s Entertainment in Pakistan. As such, the concept of Blue Ocean strategy is the main focus of this case with a few aspects of Children’s Consumer Behavior and Consumer Ethnocentrism (CE) playing the part when it comes to creating an uncontested market. The purpose is to emphasize on the features of a contemporary business strategy that not only benefits Pakistan, but also breaks boundaries and stereotypes in a way no one has done before like Aaron did when he saw an existing demand for animated series for children but no studio stepping in to take action.

**Keywords:** Burka Avenger, Blue Ocean Strategy, Consumer Behavior, Consumer Ethnocentrism, New Product Development, First Mover Advantage, Consumer Ethnocentrism, Country of origin, Conspicuous consumption, Developing country, Foreign Products

## **Work-Life Balance, Spiritual Well-being, and Life Satisfaction among Residents of General Surgery**

Dr. Wadia Anjum

Assistant Professor, Department of Psychology, Lahore Leads University,  
[hod.psy@leads.edu.pk](mailto:hod.psy@leads.edu.pk); wahidaanjum@yahoo.com

Dr. Sarfraz Mahmood

MBBS, PG, Jinnah Hospital Lahore  
sarfrazmahmood130@gmail.com

Dr. Zainab` Qazi

Assistant Professor (TTS), Department of Psychology, University of Malakand  
zeeq59@gmail.com

Ms. Saba Ehsaan

Lecturer Psychology Lahore Leads University  
sabaehsaan1@gmail.com

### **Abstract**

The objectives of the current study are to determine the levels (high and low) of work-life balance, spiritual well-being, and life satisfaction among residents of general surgery. The relationship between study variables was also investigated. N = 100 residents of general surgery with age ranges of 25-40 years (M = 28.03, SD = 1.27) were selected through the purposive sampling technique. Demographic forms, work-life balance questionnaires, spiritual well-being, and life satisfaction scale were used, and found satisfactory levels of reliability in the current sample. Results indicated a low level of work-life balance, spiritual well-being, and life satisfaction. A significant positive relationship between work interference with personal life and personal life interference with work was found. Spiritual well-being had a significant positive relationship with life satisfaction and non-significant relationships with other study variables. The effect size of the relationship was also found satisfactory. Implications of the results are discussed in the cultural context of Pakistan.

**Keywords:** Work-life balance, spiritual well-being, life satisfaction, residents, general surgery

# **Moderating effects of Place Attachment on the relationship between Infrastructure, Tourists' Emotions, and Intentions to Recommend.**

Adeeba Khan

Faculty of Management, Humanities & Social Sciences, University of Poonch Rawalakot  
[khanadee@upr.edu.pk](mailto:khanadee@upr.edu.pk)

Imtiaz Hussain

Faculty of Management, Humanities & Social Sciences, University of Poonch Rawalakot

## **Abstract**

Tourism activities are considered to be one of the major sources of economic growth. It can be regarded as a mechanism of generating the employment as well as income in both formal and informal sectors. It is one of the world's biggest industries. Pakistan's rich history, culture and geographical diversity make it international tourism appeal. Different areas of Pakistan especially State of Azad Jammu & Kashmir, source of attraction for national and international tourist from last few years. Similarly, tourism being one of the fastest growing industries in the world is also facing many problems especially in the developing countries not only on Pakistan but State of Azad Jammu and Kashmir that might grab huge revenue every year. Many of these problems really create hurdles to get the desired results that may be taken otherwise. If these problems associated with this industry are overcome, it will not only facilitate and satisfy the visitors but at the same time will contribute to the economy of the country and wellbeing of the local community. The current study highlights the tourism problems in the State of Azad Jammu & Kashmir and to devise mechanism to overcome these problems. The purpose of this paper is to understand the challenges faced this industry due to lack of infrastructure and lack of tourism education and lack of human resource development In line with the aim, highlight that how infrastructure and emotions of tourist impact on tourist intentions to visit the place again. Attachment of place buffer the positive relationship between them. The result showed the positive emotions significantly impact on intentions to visit the place In addition, only place attachment as a satisfaction of tourist moderates the relationship between tourists' emotions and intention to recommend. Findings highlight the need for researchers to incorporate emotions and offer implications for marketers promoting State of AJK as a tourist destination.

**Keywords:** Tourists' Emotions, Infrastructure, Place attachment, Tourists' Intentions

**Day 1**  
**Session-II Finance**

**Exploring Contextual Operant Resources for Loan Repayments in Microfinance Institutions: The New Perspective with Service-Dominant Logic**

Noreen Zahra

Management Science Department, Virtual University of Pakistan

Dr Hasan Murad School of Management, University of Management and Technology  
[noreenzahra@vu.edu.pk](mailto:noreenzahra@vu.edu.pk)

Dr A Rashid Kausar

Dr Hasan Murad School of Management, University of Management and Technology

**Abstract**

**Research Idea:** The establishment of micro-enterprises (MEs) is essential for steady economic growth, but despite their significance, MEs face various problems. Access to finance is one of the leading problems. Underprivileged borrowers lack collateral and thus mostly use informal financial sources for start-ups. On the contrary, commercial banks are reluctant to offer loans to such borrowers and follow strict objective credit assessments. This financial gap is filled by Microfinance institutions (MFIs). MFIs provide loans to micro-enterprises that lack collateral while following qualitative credit assessment measures. Interestingly, MFIs projected payback ratio is near 99%, providing intellectual stimulation to explore the phenomenon. With hardship and financial limitations, the performance of the underprivileged borrowers is better than commercial banks' loan default rate. Exploring the contextual operant resources of such borrowers may extend the debate on the qualitative credit assessment of MFIs borrowers.

**Research Question:** What are contextual operant resources that enable underprivileged borrowers to repay the loan taken from microfinance institutions?

**Methodology:** This qualitative study is a phenomenological study to explore the operant resources that enable underprivileged borrowers to repay loans from microfinance institutions. Twelve borrowers who have paid their loans were interviewed, and later their interviews were transcribed. First, line-by-line coding of textual data enables researchers to extract emergent categories. Later, the themes were extracted while converging first-order concepts and categories while applying the phenomenological reduction technique. Such themes are the contextual operant resources that facilitate the borrowers to repay the loan. Such themes also provide an essence of loan repayment spirit.

**Findings:** It is found that perceived institutional performance, business flexibility, societal appreciation, self-respect, and self-responsibility emerged as aggregate dimensions for contextual operant resources for borrowers. These aggregate dimensions further converged as institutional loyalty and psychological gratification, an unprecedented essence of loan repayment. This study also confirms the qualitative credit assessment as a useful tool for reducing the bad debt ratio.

**Keywords:** Micro-enterprise, Microfinance institution, Intrinsic and extrinsic motivation, Theory of planned behavior, Cognitive evaluation theory, Service-Dominant logic, Operant resources

## **Corporate Crime - New Preventive Approaches and Challenges: A Problem in the Law of Sanctions**

Noman Javed

[noumanjaveduk@gmail.com](mailto:noumanjaveduk@gmail.com)

### **Abstract**

Corruption is considered one of the world's biggest difficulties due to its prevalence all over and its negative impacts on nations, which hinder economic progress in various ways, such as discouraging investments, increasing transaction costs, and creating uncertainty. In this paper, an effort has been made to outline the fundamental instruments needed to combat corporate corruption in Pakistan. To achieve this objective, the international community has enacted laws, resolutions, and provisions of various treaties, conventions, guidelines, and standards, as well as a framework for combating corruption which facilitates our social and economic growth. The rule of law as a component of good governance is frequently emphasized as a fundamental necessity for countering corruption. This research discusses the primary kinds of corporate corruption, including bribery, accounting errors, embezzlement, insider trading, and Tax avoidance and provides recommendations for improving the economic sector within the scope of this comparative evaluation....! However, we have tried to compile the finest available content and provide the reader with as much relevant data as possible

**Keywords:** Corporate crime, Preventive Approaches, Good Governance

## **Birds of a Feather Flocking Together: Sustainability of tax aggressiveness of shared directors from Coercive Isomorphism**

Sumayya Chughtai

Faculty of Management Sciences, International Islamic University, Islamabad, Pakistan  
[sumayya.chughtai@iiu.edu.pk](mailto:sumayya.chughtai@iiu.edu.pk)

Tayyaba Rasool

Faculty of Management Sciences, International Islamic University, Islamabad, Pakistan  
[tayyaba.rasool.vt6770@iiu.edu.pk](mailto:tayyaba.rasool.vt6770@iiu.edu.pk)

Tahira Awan

Faculty of Management Sciences, International Islamic University, Islamabad, Pakistan  
[tahira.awan@iiu.edu.pk](mailto:tahira.awan@iiu.edu.pk)

Abdul Rashid

International Institute of Islamic Economics, International Islamic University, Islamabad, Pakistan  
[abdulrashid@iiu.edu.pk](mailto:abdulrashid@iiu.edu.pk)

Wing-Keung Wong

Department of Economics and Finance, The Hang Seng University of Hong Kong, Hong Kong  
[wong@asia.edu.tw](mailto:wong@asia.edu.tw)

### **Abstract**

The purpose of the study is to examine the sustainability of the tax aggressiveness of shared directors from coercive isomorphism and whether social networks of directors have an impact on their tax aggressiveness. Specifically, the study intends to examine how tax knowledge diffuses across firms and how this knowledge diffusion affects connected firms. To test the constructed hypothesis, the panel logistic regression model is estimated using a firm-level panel dataset for the US and Pakistan to analyze cross-country differences, as the USA holds more legislation and effective governance mechanisms. The study covers the period of 2007–2019. The data required for the empirical analysis was collected from the Thompson Reuters database. The results of panel logistic regression show a significant relationship between tax aggressiveness and director's connections, suggesting that information diffuses by board interlocks. Specifically, the estimates suggest that there is a positive and significant influence of connected directors on the probability that the tax aggressiveness spreads through coercive isomorphism, inferring that the sustainability of the tax aggressiveness of shared directors from coercive isomorphism is strong. Findings reveal that Pakistani firms, when compared to the USA, are more likely involved in tax aggression because of fewer legislations and tax reforms. The results also reveal that coercive isomorphism significantly mediates the relationship between board interlocks and tax aggressiveness. These findings provide valuable insights into detecting the tax aggressiveness of firms and the channels through which this spread. The study contributes to the scarce research on the impact of board interlocks on tax aggressiveness and the influence of coercive isomorphism on these impacts. This study can help tax authorities in identifying tax saving strategies through connected directors. Secondly, this study provides empirical evidence to support the diffusion of information regarding tax aggression and provides mechanisms with which to detect tax

aggression. Third, our choice of empirical context also helps us contribute to the management practice of firms. CEOs and boards should be wary of interlocks with organizations, lest they inadvertently become reticent and hence prove to be of no good.

**Keywords:** tax aggressiveness; tax avoidance; board ties; connected directors; shared directors; coercive isomorphism; board interlocks



## COVID-19: Consumer Price Index Fluctuations in Pakistan Economy

Saba Nasir

University of Agriculture, Faisalabad, Sub-Campus Burewala  
[saba.nasir@uaf.edu.pk](mailto:saba.nasir@uaf.edu.pk)

Komal Nida Khan

University of Agriculture, Faisalabad, Sub-Campus Burewala  
[komal.nida.khan@uaf.edu.pk](mailto:komal.nida.khan@uaf.edu.pk)

Sidra Habib

University of Agriculture, Faisalabad, Sub-Campus Burewala  
[sidra.habib@uaf.edu.pk](mailto:sidra.habib@uaf.edu.pk)

### Abstract

COVID-19 was an acute respiratory illness in humans caused by a coronavirus. It was capable of producing severe symptoms and in some cases led to death, especially in older people. It was originally identified in China in 2019 and became pandemic in 2020. It led to great changes in consumer spending patterns and also brought a greater measure of inflation. This study monitored the facts and figures accumulated from the official website of the Pakistan Bureau of Statistics review independent basket weights and assessed its impact on the Consumer Price Index (CPI). It also collected the primary data through survey to know about consumer buying behavior. The data was analyzed by using SPSS. It was found that the inflation rate for COVID-19 was higher than the guaranteed CPI in Pakistan. The deviation was noticeable and as the time was progressed further, the rules of social isolation and ethics encouraged consumers to eat more of food but the other categories in comparison were reduced significantly like shipping/transport, clothing and shoes etc.

**Keywords:** Consumer Price Index, Inflation, Lockdown Outcomes, Isolation, COVID-19, Economy of Pakistan

# **Sustainable Development of CPEC Heading Towards a Sustainable Future: Strengths, Weaknesses, Opportunities, and Threats**

Tanzila Samin

NFC, Institute of Engineering & Fertilizer Research, Faisalabad  
[tanzilaawais@yahoo.com](mailto:tanzilaawais@yahoo.com)

Muhammad Adeel Safdar

NFC, Institute of Engineering & Fertilizer Research, Faisalabad

Shazia Humayun

Government College University, Faisalabad

Muhammad Awais

NFC, Institute of Engineering & Fertilizer Research, Faisalabad

## **Abstract**

To assess the viability of the existing situation and the future roadmap to foster the sustainability of the CPEC project, the current study analyses the SWOT matrix, which stands for Strengths, Weaknesses, Opportunities, and Threats. By explicitly and categorically examining SWOT, the results show the social, economic, and environmental effects on the CPEC's sustainable development. As a result, it is discovered that the CPEC's internal weaknesses, which need to be addressed, include inefficient technologies, massive capital expenditures, an underdeveloped institutional framework, and technology-related environmental hazards. The CPEC's strengths, on the other hand, include available renewable energy potential, validated resource maps, environmental friendliness, and growing private investors. Untapped potential, micro and mini-installations, off-grid energy systems, and efficiency improvements are the main opportunities that are found to be essential to be capitalized for sustainable development, while associated threats to be defended for the sustainability of CPEC are policy implications and competitive energy resources. The SWOT analysis also shows that there are more opportunities than risks for CPEC. Additionally, policy-based methods that would favorably influence the CPEC project and assure its sustainability are offered as a way to deal with the crisis under the current circumstances.

**Keywords:** Sustainable Development (economic, social, environment), China Pakistan economic corridor (CPEC)

**Day 1**  
**Session-II Management**

**Impact of Institutional Leadership on Faculty Performance in Higher Education  
Institution in the state of Azad Jammu & Kashmir; Collectivism as a Moderator**

Imtiaz Hussain, Adeeba Khan

Faculty of Management, Humanities and Social Sciences, University of Poonch Rawalakot  
[imtiazupr@yahoo.com](mailto:imtiazupr@yahoo.com)

**Abstract**

In higher education, a number of factors, including institutional leadership and culture, have a significant impact on faculty satisfaction. Faculty satisfaction is higher in institutions that respect their concerns, values, and attitudes. Higher education institution executives think about ways to manage their group more effectively. Numerous performance responsibilities are necessary for effective educational leadership in higher education. The current research study looks at how institutional leadership affects faculty performance? Institutional leadership was employed as an independent variable while faculty performance was used as a dependent variable in this study. Similarly, to consider a positive culture in higher education, leadership practices that promote faculty satisfaction and work to increase it as quickly as possible. Faculty members should also assess the leadership styles that are seen to be acceptable for directing both their personal and professional life. While the faculty must be efficient and effective in all facets of higher education, their efficiency should be increased by capable leadership who value other people's opinions, attitudes, and views. At workplace, each individuals has right to their own set of values, attitudes, and beliefs, also referred to as the organization's culture. Collectivism is a more pervasive aspect of culture in Pakistani context. Collectivism was considered as a moderating factor in the relationship between leadership and performance in this study research. Through the use of an adopted self-administrative questionnaire, data has been acquired. 200 professors from AJK's public and private universities made up the study's sample. Information collected using a time lag study design. Results and conclusions demonstrated a positive impact of institutional leadership on teacher performance. Collectivism also improves the beneficial connections between faculty performance and leadership. The statistical analysis has been performed using SPSS and Amos.

**Keywords:** Institutional leadership, Collectivism, Faculty Performance

# **Impact of Inclusive Leadership on Project Team Performance: Mediating Role of Team Cohesiveness and Moderating Role of Inclusive Climate**

Jawad Ahmed  
Riphah International University  
jawad.ahmed@riphah.edu.pk

## **Abstract**

The purpose of this study is to analyze the concept of project team performance under the influence of inclusive leadership is being established, by having a positive impact through team cohesiveness, and the relationship is strengthened by an inclusive climate. Using cross-sectional data from 190 individuals from project-based organizations of different sectors in twin cities, we studied how the project team performance is linked with inclusive leadership by the stimulus behavior of inclusive climate and relationship of team cohesiveness by opting the quantitative research approach. The results provided a strong positive impact of inclusive leadership on project team performance, meanwhile team cohesiveness positively influenced the relationship. Furthermore, the inclusive climate strengthened the relationship between inclusive leadership and team cohesiveness. The cross-sectional data collection technique was adopted which may have biased reactions of project team members, that might be controlled by utilizing the time-lagged study approach in the future. The study provides sufficient evidence that project managers can enhance the project team performance through project team cohesiveness, by the provision of inclusive leadership in an inclusive climate. The project teams' performance can be improved through team cohesiveness, in an inclusive climate provided by the inclusive leadership & management which eventually increases the project performance towards project success.

**Keywords:** Project team performance, inclusive leadership, inclusive climate, team cohesiveness, project performance, decision making

# **The Mediating Role of Green Supply Chain Management Practices between Supply Chain Drivers and Barriers and Organizational Performance: An empirical Investigation for the Construction Sector of Pakistan**

Muhammad Saeed Shahbaz, Ali Zeeshan, MansoorUllah

Department of Management Sciences, Shaheed Zulfikar Ali Bhutto Institute of Science and Technology (SZABIST), Islamabad.

[Msaeed.shahbaz@gmail.com](mailto:Msaeed.shahbaz@gmail.com); [dr.saeed@szabist-isb.edu.pk](mailto:dr.saeed@szabist-isb.edu.pk)

## **Abstract**

This study has investigated the impact of external drivers on organizational performance in Pakistan's construction sector. The results of the study show that there is a positive and significant relationship between external drivers and organizational performance. Further, it was also found that the relationship between internal drivers and organizational performance is also positive and significant in the same industry. Furthermore, the results of this research also found that the relationship between external barriers and organizational performance in the construction sector is also significant. Besides, the relationship between the two variables is negative. In addition, internal barriers have a negative and significant impact on organizational performance in construction companies. Therefore, the relationships predict that different internal and external strengths and weaknesses of organizations in construction sector helping them to enhance and strengthen organizational performance in construction firms. The results of this research also found that the relationship between external drivers and green supply chain practices in the construction sector is also significant. Besides, the relationship between the two variables is positive. In addition, internal drivers have a positive and significant impact on green supply chain practices in construction companies. Furthermore, external barriers and green supply chain practices are negatively and significantly correlated in construction companies. Similarly, internal barriers and green supply chain practices are negatively and significantly correlation in construction industry. Therefore, it is suggested that the management of construction organizations should work on strengthening internal and external drivers and develop strong control over external and internal barriers, to increase green supply chain practices in the aforementioned industry. Finally, it is also found that a partial mediation of green supply chain practices exists between internal drivers and organizational performance in construction industry of Pakistan. Furthermore, green supply chain practices are partially mediating the association between external drivers and organizational performance in the same industry. However, the relationship between external barriers and external barriers and organizational performance is partially mediated by green supply chain practices in the same industry. This means that construction companies should encourage and practice green supply chain practices in order to achieve higher organizational performance.

**Keywords:** Green Supply Chain Management; Drivers and Barriers and Organizational Performance

## **Board characteristics and corporate social responsibility: the role of family ownership**

Dr. Muhammad Farooq  
Department of Management Sciences  
The Islamia University of Bahawalpur, Bahawalnagar campus.  
[alihussnain155@yahoo.com](mailto:alihussnain155@yahoo.com)

### **Abstract**

The present study examined the effect of board of director's characteristics (board size, board independence, board activity, CEO duality, board diversity) on corporate social responsibility (CSR) in the Pakistani context. The study also extended existing literature by investigating the moderating role of family ownership on the relationship between board of directors' characteristics and the CSR. The study's sample consists of 139 non-financial Pakistan Stock Exchange (PSX) listed firms from 2009 to 2019. The level of CSR among sample firms was assessed using a multidimensional financial approach. The random effect model was employed to test the study's hypotheses. The findings support the board of directors' dysfunctional hypotheses in family-owned businesses. Overall, board size and duality have a significant negative impact on CSR, whereas board independence has a significant positive impact. It was discovered that among family-owned businesses, boards look after the interests of family members, and thus are inversely related to CSR. The current study adds to the existing CSR literature because previous studies paid little attention to this topic. To the best of the researcher's knowledge, this is the first Pakistani study that investigates the role of family ownership in the relationship between the board of directors and CSR.

**Keywords:** Corporate social responsibility, Board of director's, Family ownership, Non-financial firms

# **Impact of Green Human Resource Management on Green Organizational Citizenship Behavior: Mediating role of Green Attitude and Moderating role of Green Self-Efficacy**

Nimra Saeed

MS Scholar, Riphah International University

[Nimrasaeed900@gmail.com](mailto:Nimrasaeed900@gmail.com)

Muhammad Qaiser Shafi

Senior Lecturer and PhD Focal Person, Riphah International University

[Qaiser.shafi@riphah.edu.pk](mailto:Qaiser.shafi@riphah.edu.pk)

## **Abstract**

**Purpose** - The impact of green human resource management on organizational citizenship behavior has not been explored in the cognitive view. The current study aims to examine the effect of green human resource management on green organizational citizenship behavior through mediating role of green attitude and moderating role of green self-efficacy in the textile industry. Using supply-value fit theory, this study contributes to closing the gap in green human resource management research.

**Design/methodology/approach** - Data was collected from 320 employees of the textile industry by using the convenience sampling technique and was analyzed using SPSS and Smart PLS software. Data was collected by the cross-sectional method.

**Findings** - Results show that green human resource management significantly influences green organizational citizenship behavior. Also, green attitudes mediate the relationship between green human resource management and green organization citizenship behavior. The study has found no support for the moderating effect of green self-efficacy.

**Research limitation/implication** – Research is limited to the Textile industries of Rawalpindi and Islamabad. Organizations are now expected to make sustainable policies to protect the environment thus HR department needs to create awareness among its employees by following green practices to establish green attitudes and green behaviors among employees.

**Originality/value** - The proposed model and subsequent findings extend the literature on the relationship between green human resource management, green attitudes and green organizational citizenship behavior. The outcomes of the study can be used by HR managers while formulating and implementing green strategies.

**Keywords:** Green Human Resource Management, Green Attitude, Green Organizational Citizenship Behavior, Green Self-Efficacy, Supply-Value Fit

**Day 1**  
**Session-II Marketing & Management**

**Work-Life Balance, Social Support, and Burnout among Residents of General Surgery**

Dr. Wahida Anjum  
Department of Psychology, Lahore Leads University  
[hod.psy@leads.edu.pk/wahidaanjum@yahoo.com](mailto:hod.psy@leads.edu.pk/wahidaanjum@yahoo.com)

Dr. Sarfraz Mehmood  
MBBS, PG, Jinnah Hospital Lahore  
[sarfrazmehmood130@gmail.com](mailto:sarfrazmehmood130@gmail.com)

Dr. Zainab Qazi  
Department of Psychology, Women Sub Campus University of Malakand  
[zeeq59@gmail.com](mailto:zeeq59@gmail.com)

**Abstract**

The objectives of the present study are to measure the levels (high and low) of work-life balance, social support, and burnout among residents of general surgeons. Relationships between these variables and predictors of burnout are also investigated. N = 100 residents of general surgery with the age range of 25 to 40 years were approached by a purposive sampling technique. Correlational research design and deductive reasoning method were used. Demographic information form, work-life balance questionnaire, the multidimensional scale of perceived social support, and burnout inventory were used. Findings indicated that most of the participants experienced a low level of work-life balance and a high level of social support and burden. A significant positive relationship between work-life balance, work interference with personal life, and personal life interference with work while an inverse relationship was found between personal life interference with work and work/personal life enhancement. Perceived social support had a significant association with family, friends, and emotional exhaustion. An inverse relationship was found between personal life interference and perceived social support from family. Work/personal life enhancement had a significant inverse relationship with burnout and emotional exhaustion. A number of children, gender, work-life balance, work interference with personal life, and personal life interference with work were significant predictors of burnout. Implications of the results are discussed in the cultural context of Pakistan.

**Keywords:** Work-life balance, social support, burnout, residents of general surgery



## **Women Entrepreneurs: The new force for economic development and their challenges**

Noreen Zahra,  
Faculty Management Science, Virtual University of Pakistan  
[noreenzahra@vu.edu.pk](mailto:noreenzahra@vu.edu.pk)

Mariam Ahmad,  
Faculty Management Science, Virtual University of Pakistan

Mehreen Khan,  
Faculty Management Science, Virtual University of Pakistan

### **Abstract**

Pakistan has a 60.09 million labor force, of which 3.58 million people (both genders) are unemployed. Likewise, 48.96% of women cannot be absorbed by the labor market. Therefore, encouraging women to join entrepreneurship as an occupation is a wise strategy to adopt for economic development. But the phenomenon of women's entrepreneurship is multifaceted and complex and cannot be explored with the cucumber some approach. A deep investigation twisted with women entrepreneur's demographics, motivational drives, and geographical location is required to explore the challenges of women entrepreneurs. This qualitative study investigated the challenges of women entrepreneurs of Lahore and Sialkot to explore the non-divergent and divergent challenges of pull and push women entrepreneurs operating in Lahore and Sialkot. The researchers conducted field interviews with 12 women entrepreneurs operating business ventures in Lahore and Sialkot. Lahore Chamber of Commerce & Industry and Sialkot Chamber of Commerce & Industry facilitated access to the women entrepreneurs in both cities. As Lahore is the hub of business opportunities, most women entrepreneurs who participated in the study are opportunity-driven entrepreneurs. In contrast, women entrepreneurs in Sialkot are more necessity-driven entrepreneurs. The non-divergent challenges of necessity and opportunity-driven women entrepreneurs are networking, technical training inducing marketing finance and H.R., government policy support for women entrepreneurs, male-dominated market, and entrepreneurial behavioral training. The divergent challenges of necessity and opportunity-driven women entrepreneurs are observed as training cost, training outreach, brand development, market development, vocational training institutions, the role of educational institutions in providing customized entrepreneurial education and training, business stress handling and mental health training, and misperception of women entrepreneurship with women rights. The findings support the customized solutions for women entrepreneurs.

**Keywords:** Women entrepreneurs, Necessity-driven entrepreneurship, Opportunity-driven entrepreneurship, Non divergent challenges, Divergent challenges

## **Probing the influence of Entrepreneurial Mindset on Entrepreneurial Intention: Moderating role of Social Support**

Muhamamd Sualeh Khattak

Assistant professor, Department of Business and Management Sciences, University of Lakki  
Marwat

[sualeh@ulm.edu.pk](mailto:sualeh@ulm.edu.pk)

Muhammad Anwar

Witten Institute for Family Business (WIFB), Witten/Herdecke University Witten, Germany

[m.anwar.ims@gmail.com](mailto:m.anwar.ims@gmail.com)

Rizwan Ullah

University of Sains Malaysia

[Rizwanhayat1989@gmail.com](mailto:Rizwanhayat1989@gmail.com)

### **Abstract**

This study aims to examine the role of the entrepreneurial mindset on entrepreneurial intentions with moderating role of social support. The current study follows a quantitative approach. A structured questionnaire was used and gathered empirical evidence from 182 Pakistani students. The hypotheses were tested through structural equation modeling using Smart PLS. The findings revealed that entrepreneurial mindset have a significant influence on entrepreneurial intentions of Pakistani students. Furthermore, the findings indicate that social support significantly strengthens the nexus between entrepreneurial mindset and entrepreneurial intentions. This study has implication for financial planning professionals, advisors and students. This study recommends that policymakers must conduct workshops and arrange seminars and conferences to promote entrepreneurial intentions. The government of Pakistan needs to promote entrepreneurial mindset that can, directly and indirectly, enhance the entrepreneurial intentions of the students. The current study is the first to focus on the role of the entrepreneurial mindset on entrepreneurial intentions with moderating role of social support in an emerging economy. The study suggests investors and policymakers to understand the behavior of students who are prominent future entrepreneurs and promote new start-ups among students by providing social support. Other implications are stated.

**Keywords:** Entrepreneurial Mindset, Entrepreneurial Intention, Social Support

## **A Systematic Literature Review of Islamic Marketing vs. Contemporary Marketing**

Saeed Fatima

Ph.D. Scholar, Institute of Management Sciences, Bahauddin Zakariya University Multan,  
Pakistan

[fatimakhan199326@gmail.com](mailto:fatimakhan199326@gmail.com)

### **Abstract**

**Purpose** –To explore and synthesize research published by researchers related to Islamic marketing as well as contemporary marketing and to check out the differences and similarities between both perspectives and their marketing mix.

**Design/methodology/approach** – The author conducted a systematic literature review of the fifteen articles published in renowned journals all over the world related to the topic published since 2008. The crux of the researches is synthesized to fulfill the need of the research undertaken. The selection criteria for the studies were the articles published in high impact journals and cited more than ten times in renowned publications.

**Findings** – Various beliefs regarding Islamic marketing and contemporary marketing were extracted and categorized with respect to the 7Ps of marketing. It is a significant finding that Islamic marketing can be a backbone of contemporary marketing as it is far too ethical than the contemporary one.

**Research Limitations** –The literature available on the topic was limited; this might compromise the depth of the topic being researched.

**Originality/value** – Although Islamic marketing is not new but neither a much-researched topic. So, this paper could be argued as the first kind of paper that compares the marketing mix of Islamic marketing and contemporary marketing and finds the similarities and differences between them.

**Keywords:** Systematic review, systematic literature review, Islamic marketing, Islamic marketing mix, contemporary marketing, contemporary marketing mix

## **Business Intelligence: Importance and Uses**

Dr. Shamaila Haleem

Postdoc Fellow, Islamic Research Institute, International Islamic University, Islamabad

Lecturer, Islamabad Model College for Girls (Post-Graduate), G-10/4, Islamabad

[shmlhaleem@gmail.com](mailto:shmlhaleem@gmail.com)

### **Abstract**

Business intelligence (BI) is a technology-driven process to analyse data and deliver actionable information that helps executives, managers, and workers in making informed business decisions. It analyses current and historical data and displays outcomes in simple and easy reports, dashboards, graphs, charts, and maps that can be used across the company. BI aims at driving better business decisions that assist organizations to increase revenue, improve operational efficiency, measure business performance, and achieve competitive advantages over their business rivals. It has many benefits such as to monitor business performance, to analyze customer data, to monitor employee productivity, to improve decision-making, to identify business problems, to identify market trends, and the like. It can be used for executives, sales departments, operations and inventory, finance, marketing, and so on. The purpose of this research is to trace the importance and uses of Business Intelligence (BI). This qualitative study uses the interpretivist paradigm and document analysis research method. This study is significant from the perspectives of Business Studies, Psychology, Media Studies, Information Technology, Computer Science, Anthropology, and Sociology.

**Keywords:** Business Intelligence, operational efficiency, business performance, Data

**Day 1**  
**Session-III – (Finance)**  
**Preferential Tariff Structure between China and Pakistan**

Lubna Uzair  
Hailey College of Commerce, University of the Punjab Lahore  
[lubnauzair@hcc.edu.pk](mailto:lubnauzair@hcc.edu.pk)

**Abstract**

The study evaluated the determinants of margin of preference granted to China and further assessed how they are impacting trade from China and rest of the WTO countries. Simultaneous equations constructed and panel two-stage least square used as an estimation strategy by using three set of instrumented variables. Estimates suggest various significant determinants of preferential tariffs and further shows that the preferential tariff rates are not source of diverting trade towards China.

**Keywords:** Tariff concessions, Margin of Preference, China Pakistan Free Trade Agreement, Import Demand, TSLS

## **Cyclicalities of Funding Liquidity: Empirical Evidence from US Bank Holding Companies**

Ali Awais Khalid

Lahore Business School, University of Lahore, Lahore, Pakistan. Email:

[aliawaischeema@gmail.com](mailto:aliawaischeema@gmail.com)

Ghulame Rubbaniy

College of Business, Zayed University Abu Dhabi, UAE

[ghulame.rubbaniy@zu.ac.ae](mailto:ghulame.rubbaniy@zu.ac.ae)

Muhammad Umar

AIR University School of Management, AIR University, Islamabad, Pakistan

[umare\\_umare@yahoo.com](mailto:umare_umare@yahoo.com)

### **Abstract**

This study examines the cyclicalities of funding liquidity by using panel smooth transition regression using new business cycle (BC) index and quarterly data of US bank holding companies from 1990Q1 to 2021Q4. Our results support the view that BC has non-linear impact on funding liquidity risk specifically we find the negative and significant impact of BC on funding liquidity risk which support the view that banks increase the capital buffers during the recession and expand the lending during expansions. On the other side, the impact of financial crisis on funding liquidity is positive which support the flight to capital hypothesis which means during the crisis period funding liquidity is increase as depositors invest in less risky bank deposits. The findings of the study provide the guidance to policy-makers and bank supervisors to consider the threshold level of BC for distribution of bailout packages for banks to ease the liquidity constraints.

**Keywords:** Funding Liquidity; Business cycle; Panel smooth transition regression, Bank holding companies

## **Welfare Implications of Energy Subsidy Reforms Under IMF Stabilization Program: The Case of Household Sector in Pakistan**

Prof. Dr. Faisal Mehmood Mirza,  
Dean, Faculty of Social Sciences, University of Gujrat.  
[faisal.mirza@uog.edu.pk](mailto:faisal.mirza@uog.edu.pk)

Dr. Khalid Waleed  
Department of Economics, University of Gujrat  
[khalid.waleed@uog.edu.pk](mailto:khalid.waleed@uog.edu.pk)

Dr. Abre-Rehmat Qurat-ul-Ann,  
Lecturer, Department of Economics, University of Gujrat.  
[abre.rehmat@uog.edu.pk](mailto:abre.rehmat@uog.edu.pk)

### **Abstract**

Pakistan entered into IMF extended fund facility program in 2019 where one of the commitments was to reduce the subsidies in the energy sector. Withdrawal of subsidies led to rapid increase in the prices of energy products causing reallocations within the household budget, resulting into pervasive implications for household welfare. Bearing this in view, current study analyzes the direct and indirect effects of exponential fuel price increases on household welfare in Pakistan due to subsidy reforms and international oil price changes, at national and disaggregated provincial levels for different income quintiles. Changes in fuel consumption patterns have been examined using Quadratic Approximation of Almost Ideal Demand System (QUAIDS) through Iterated Linear Least Squares (ILLS) method. Subsequently, the welfare impacts of fuel price changes have been calculated by employing the computed elasticities through QUAIDS. The micro-level data from Household Integrated Expenditure Survey (HIES) 2018-19 was used for this purpose. The empirical estimates of QUAIDS and compensated price elasticities show that the fuels are price elastic in rural areas, and price inelastic in urban areas. Similarly, the household fuel consumption expenditures by upper quintiles are price inelastic while the expenditures by lower quintiles are price elastic across the provinces. The household welfare computed through compensating variation and equivalent variation estimates indicates significant welfare losses to households in Pakistan. These losses are higher for the lower income strata. This calls for targeted subsidy programs to insulate poorer households from energy price shocks. Effective policy implementation related to existing and upcoming energy subsidy and taxation frameworks can maintain household welfare at an acceptable level.

**Keywords:** Welfare implications, Energy Subsidy Reforms, IMF, Household sector.

**Day 1**  
**Session- III (Management)**  
**Factors Affecting Employee Performance: A Mediation Analysis**

Anam Tariq  
Lecturer, Kinnaird College for Women, 93 Jail Road, Lahore Pakistan  
[anam.tariq@kinnaird.edu.pk](mailto:anam.tariq@kinnaird.edu.pk)

Sadaf Hashmi  
Kinnaird College for Women, 93 Jail Road, Lahore Pakistan  
[Sadaflashmi125@gmail.com](mailto:Sadaflashmi125@gmail.com)

**Abstract**

The research reported in this article was on “Factors affecting employee performance: A mediation analysis”. The study aims to examine the mediating role of job crafting in the Public universities. This research sheds light on the significance of job crafting with reference to negative emotions and diverse workforce and psychological aspects in regard to employee performance. The study aims to explore the determinants of employee performance of the workers in Public universities. Secondary data was collected with the help of prior research and literature from internet and libraries. This primary data was accumulated by distributing questionnaires and to analyzed data SPSS was used. This data was accumulated from 200 faculty members working in public universities of Lahore. In This current research it uses an empirical approach to test the hypotheses model and this research is quantitative and descriptive in nature. Data was collected thorough cross sectional design and questionnaire on variables. The SPSS 21 and Process Hayes is used for examine the data

**Keywords:** Job crafting, Negative active emotions, Workplace diversity, Psychological capital, Employee performance



## **Impact of Employees HR Perceptions on Organizational Commitment: A Mediating Role of Job Satisfaction and Perceived Organizational Support**

Saroosh Tariq, Anam Tariq , Sidra Sarwar, Maryam Zameer, Areej Zara  
Kinnaird College for Women, 93 Jail Road, Lahore Pakistan  
[saroshtariq.55@gmail.com](mailto:saroshtariq.55@gmail.com), [anam.tariq@kinnaird.edu.pk](mailto:anam.tariq@kinnaird.edu.pk)

### **Abstract**

The aim of this research is to examine the relationship between employees HR perceptions and organizational commitment. In addition, our study also investigates a mediating role of job satisfaction and perceived organizational support on the relationship between employees' HR perception and organizational commitment. In our study, we gathered primary data from a survey questionnaire. The employees of the commercial banks are the unit of analysis whereas, the total sample size under contemplation was 300. Exogenous variable is employee HR perception and endogenous variable is organizational commitment. Moreover, job satisfaction and perceived organizational support are the mediators of our study. Descriptive analysis (mean and standard deviation) and inferential statistical techniques (reliability, correlation and regression analysis) used for data analysis. Empirical findings show that there is a significant impact of employee HR perception on organizational commitment. In addition, job satisfaction & perceived organizational support significantly mediates the relationship between employees HR perception and organizational commitment. We recommended that further research with larger sample size and with diversified industries must carried out to consolidate the research outcomes.

**Keywords:** Employee HR Perception, Organizational Commitment, Job Satisfaction, Perceived Organizational Support.

# **Influence of incivility on counterproductive work behavior at the workplace: in the occurrence of emotional dissonance and Psychological capital**

Iqra Zafeer, Saba Mushtaq  
Riphah International University  
[ikrazafeer91@outlook.com](mailto:ikrazafeer91@outlook.com)

## **Abstract**

The purpose of the present study is going to examine the impact of workplace incivility on counterproductive work behavior in the presence of psychological capital as moderator and emotional dissonance as mediator. Conservation of resource theory has been incorporated and the research model is supported by it. Time-lagged longitudinal research has been conducted therefore, 259 employees were approached from the private sector and a convenient non-probability sampling technique has been used to distribute self-administered questionnaires. Results of this study depicted a positive relationship between incivility with emotional dissonance and counterproductive work behavior and a negatively related with psychological capital, furthermore study shows psychological capital is required to refrain from the negative reaction of incivility to overcome stress. Research limitations and potential directions for future researchers are also discussed, to sum up, this study.

**Keywords:** workplace incivility, psychological capital, emotional dissonance, counterproductive work behavior.

## **An Empirical Analysis of Employee Turnover Intention: A Mediation Analysis**

Anam Tariq

Lecturer, Kinnaird College for Women 93 Jail Road, Lahore Pakistan

[anam.tariq@kinnaird.edu.pk](mailto:anam.tariq@kinnaird.edu.pk)

Amal Bokhari

Student, Kinnaird College for Women 93 Jail Road, Lahore Pakistan

[amal.bokhari26@gmail.com](mailto:amal.bokhari26@gmail.com)

### **Abstract**

This study aims to explore the determinants of turnover intention of employees in the Private universities. This research sheds light on the significance of organizational commitment with reference to supervisory support and employee turnover intention and job insecurity in regard to turnover intention. The secondary data was collected by consultation of literature in the libraries and Internet. The primary data was gathered by floating questionnaires and SPSS software was applied to analyze data. . Data was collected from 250 faculty members working in private universities of Lahore. This research is descriptive and quantitative in nature and as it uses an empirical approach to test the hypothesis model. A cross sectional design and questionnaires was used to collect the data on variables. The Process Hayes and SPSS 21 computer program is used for analyzing the data. Different statistical techniques have been used according to the research study. For data analysis descriptive statistics, Cronbach alpha analysis, correlation and mediation model 4 of Hayes has been used for hypothesis testing. The findings suggested that factors like supervisory support affect the employee turnover intention. Results found that job insecurity has a positive insignificant relationship with employee turnover intention. Supervisor support has a significant and positive relation with employee turnover intention. Organizational commitment has a significant positive relation with employee turnover intention.

**Keywords:** Turnover intention, Supervisory Support, Job Insecurity, Organizational commitment

## **The Role of Microcredit in Women's Empowerment: A Case of Pakistan**

Dr. Tauqeer Hussain Shah

Assistant Professor of Anthropology

Department of Environmental Science, International Islamic University, Islamabad

[tauqeer.hussain.vt2425@iiu.edu.pk](mailto:tauqeer.hussain.vt2425@iiu.edu.pk)

Dr. Huma Butt

Lecturer, Department of Sociology, International Islamic University, Islamabad

### **Abstract**

Recently, some research studies argued that microcredit is a powerful tool for empowering women, particularly those who lack access to financial services. However, according to the literature, the effect of microcredit may or may not empower women, which has produced contradicting evidence. In Pakistan, since 2000, there are many structural reforms in the microfinance sector at institutional level. The present research aims to identify how microcredit programs are affecting women's lives in Pakistan. Methodologically, the present study is based on Systematic Review of Literature (SRL) approach suggested by Mariano et al. (2017). According to this method, state-of-the-art of a specific theme is identified, evaluated, and summarized. In the first phase, various research articles on the issue of microcredit, poverty alleviation, and women's empowerment published by renowned peer reviewed journals have been selected, and, in the second phase, these selected articles were further scrutinized to identify various dimensions of microcredit and women's empowerment. The major findings revolved around two major themes as positive impact and negative impact of microcredit on women's empowerment. These major themes are further divided into sub-themes for a better understanding of the research question under investigation. The findings of the present study also reflect on some methodological issue.

**Keywords:** Microcredit, Women's Empowerment

**Day 1**  
**Session- III (Finance)**  
**Stock Marketing Prediction Using Artificial Neural Network**

Waqar Ahmed

PhD Scholar, Department of Management Sciences, University of Gujrat

[21016120-009@uog.edu.pk](mailto:21016120-009@uog.edu.pk)

**Abstract**

A model based on neural networks was employed to forecast the stock market. Artificial neural networks are a type of intelligent data mining machine learning technique. The neural network model is used in this study to predict the daily index closing of the Pakistan Stock Exchange. The stock market input parameters are used in this study to demonstrate how the stock value of a KSE100 Index may be forecasted using ANNs. We used the Pakistan Stock Market KSE 100Index's true exchange rate value. In this study, generalized Multi-Layer Perception are used. For the year 2021, stock market price input data was used to train the network. For the PSX KSE100 index forecast, it performs well.

**Keywords:** Artificial Neural Network, Stock Market Prediction, Multi-Layer Perception

# **Transient and Persistent Technical Efficiency in Electricity Distribution: Empirical Note on Convergence Among Utilities in Pakistan**

Prof Dr. Faisal Mehmood Mirza

Dean, Faculty of Social Sciences, University of Gujrat, Gujrat, Pakistan

[faisal.mirza@uog.edu.pk](mailto:faisal.mirza@uog.edu.pk)

Iqra Mushtaq

Lecturer, Department of Economics, Government College Women University Sialkot, Sialkot, Pakistan. [iqra.mushtaq@gcwus.edu.pk](mailto:iqra.mushtaq@gcwus.edu.pk)

Khalid Waleed

Department of Economics, University of Gujrat, Gujrat, Pakistan

[khalid.waleed@uog.edu.pk](mailto:khalid.waleed@uog.edu.pk)

## **Abstract**

This study examines the determinants of technical efficiency and the sources of efficiency convergence for electricity distribution utilities in Pakistan. Utility-wise panel data from 2006 to 2021 has been used to carry out the analysis. Our study contributes to the literature by decomposing efficiency into transient and persistent efficiency using Kumbhakar, Lien and Hardaker (2014) model, which allows for separating the utility-specific effects from time-invariant (persistent) and time-varying (residual) technical efficiency. Stochastic Frontier translog cost function of distribution utilities has been used to compute transient and persistent efficiency. Findings indicate that peak load demand has the highest share in input requirement set, while units sold is a significant cost driver for distribution utilities in Pakistan. The estimates of transient efficiency are higher than persistent and total efficiency. We find 0.99 transient while 0.53 persistent efficiency scores on average, implying that distribution utilities can save total cost up to 47 percent by improving persistent efficiency. The results further reveal that technical efficiency convergence in the electricity market of Pakistan is conditional upon utility-specific fixed effects mainly, the level of technology measured by the share of industrial consumption to total consumption. Using these efficiency estimates, the drivers of technical efficiency have been examined. The findings reveal a positive and significant effect of share of industrial and commercial consumption whilst the negative and statistically significant effect of prices and losses on the technical efficiency scores. Efficiency of electricity distribution utilities can be enhanced by adjusting their scales of production by increasing the number of utilities and separating their retail functions from distribution.

**Keywords:** Distribution utilities; Efficiency Convergence; Technical efficiency; Transient efficiency; Persistent efficiency

## **Moderating Role of Board of Directors On the Relationship Between Risk Management Practices and Islamic Banks' Performance**

Muhammad Sohaib Ashraf

Faculty of Business & Management, University Sultan Zainal Abidin, Terengganu, Malaysia  
[sohaibayoobi@gmail.com](mailto:sohaibayoobi@gmail.com)

Dr. Norizan Binte Remili

Faculty of Business & Management, University Sultan Zainal Abidin, Terengganu, Malaysia

### **Abstract**

The main objective of this study is primarily to explore the moderating effect of the board of directors on the relationship between Risk management practices (RMP) and Islamic banks' performance (IBP) in Pakistan. The study is done after Sarbanes-Oxley Act (SOX) and the financial crises. By evaluating the moderation of directors on the relationship between Risk management practices and Islamic banking performance, this paper seeks to improve understanding of the long-debated impact of Risk management practices within a new framework of Islamic banking performance in the selected banks. The literature that is currently available on-board activity shows that the connection between board activity and company productivity is not well understood. The result of the study shows that the board level significantly reinforces the impact of Risk management practices on Islamic banking performance. This is due to the reality of agency theory which elucidates that the board level reflects on the CEO and decreases the personal interest's incentives and its consequent performance takes place better position.

The Risk management practices hypothesis is supported in this research by evidence showing that better Risk management practices are likely to have better financial performance and efficiency. This article further supports this by indicating that the presence of directors is likely to have a favorable effect on the impact of Risk management practices on IB performance. The current study as evidence supports the focus that the board of directors significantly moderates the relationship and it is proposed to the policy makers involved in corporate governance. The data collection comprised of the secondary data (financial reports) from 2014- 2019 and various items that presented the company's performance is expressively impressed by the Risk management practices and board is the moderating relation. Thus the hypothesis of the present study is strongly supported. The current literature on RM practices and IB performance shows a positive relationship. The results discussion acknowledged supporting the outcomes and study results. The current paper contributes to the body of knowledge by displaying that the board level moderates the impact of RMP on IBP. Theoretically, this moderating effect encourages directors to improve their socially responsible performance in large and dynamic environments because (a) these boards reinforce a firm's orientation toward meeting stakeholders' expectations; and (b) managers seek to protect themselves from the board's increased supervision and control in order to maintain their decision-making freedom in environments with superior growth, resources, and market sensitivity.

**Keywords:** Risk management practices, Board of directors, Corporate governance, Islamic banks performance, Pakistan

## **Monetary Policy, Cash Flow and Corporate Investment: Evidence from Pakistan**

Zain Shakoor

Punjab College (UCP) Gujrat

[zainshakoor.44@gmail.com](mailto:zainshakoor.44@gmail.com)

Zeeshan Ahmed

Assistant Professor, Department of business Education, The University of Chenab, Gujrat

[zeeshan4282@gmail.com](mailto:zeeshan4282@gmail.com)

### **Abstract**

The current research aims to study the combined effect of micro-economic factor internal cash flow (CF) and macro-economic factor monetary policy on investment behavior of non-financial firms listed on Pakistan Stock Exchange over the period of 2010-2020. Dynamic panel model is used in the study for empirical testing of the hypotheses. One-step and two step system with Quintile regression GMM estimation techniques were applied for empirically testing of hypothesis. Data were collected from secondary sources through company's annual published and audited financial statements and from company's website of 265 non-financial firms Pakistan. The results identify cash flow has an inverse relationship with investment of firms in one step system GMM i.e. simple regression. However, cash flow tends to increase the level of investment in all other regression models. The contractionary monetary policy would likely to decrease the investment. Cash flow decreases the investment of firms in lower quintile of firms as compared to high quintiles. Monetary policy decrease the investment in lower quintiles but this relationship tends to be positive when firm move towards high quintiles of firm investment. The magnitude of cash flow and monetary policy varies in all quintiles of firm investment. Overall, the results are inconclusive across all the level. This study suggested that financial managers should manage internal cash flows to increase cash reserves in order to meet capital expenditures and project's needs of non-financial firms in Pakistan.

**Key words:** Cash flow, monetary policy, corporate investment, dynamic panel model



**Day 1**  
**Allama Iqbal Auditorium (Online)**  
**A Study of Online Buying and Selling Behavior of Z-Generation: A Multilevel Analysis**

Zahid Hussain , Asadullah , Zain Shaikh, Raja Sultan , Muhammad Arif ,  
Department of Business Administration, Shaheed Benazir Bhutto University, Nawabshah  
[Zahidhussain9341@gmail.com](mailto:Zahidhussain9341@gmail.com)

Aftab Ali  
Department of Information Technology, Quaid-e-Awam University of Engineering Science and  
Technology, Nawabshah

**Abstract:**

Online shopping is becoming more popular as people become more accustomed to interacting with one another and with new devices like computers, tablets, smartphones, laptops, and other electronic devices. The buying and selling done online depends on many variables. The aim of this research is to investigate the variables that influence the online buying and selling behavior of generation Z (age 17–20) at Shaheed Benazir Bhutto University and Quaid-e-Awam University of Engineering, Science and Technology, Nawabshah. Descriptive and qualitative research methods were used. The aim of the research is to investigate the relationship between dependent and independent variables such as sex, age, family background, and purchasing behavior of students. Using a random sampling technique, a real survey is conducted among 100 graduating students. The chi-squared test is used to test hypotheses that lead to conclusions. The conclusions have implications for online shopping methods, spending patterns, risk factors, and buying behavior.

**Keywords:** Z-Generation, Online Buying & Selling, Variables, Consumer Behavior

# **Bank Competition, Financial Constraints, and Performance of SMEs: Firm-Level Evidence from Developing Economies**

Habib Hussain Khan  
University of Hail, Kingdom of Saudi Arabia  
[habib.suduzai@gmail.com](mailto:habib.suduzai@gmail.com)

## **Abstract**

We pursue two objectives in this study. First, we explore the effect of bank competition on SMEs' ability to access bank credit for a sample of 48 developing economies. In this context, we also consider the role of financial development and credit information sharing schemes. Second, we examine the influence of competition on performance of financially constrained SMEs. We calculate the credit-constrained status of SMEs using information from the World Bank's Enterprise Survey. We assess SME's performance through labor productivity and technological innovation. The findings for the first objective suggest that high level of bank competition is likely to reduce credit constraints. Well-developed banking sectors supplement the bank competition in enhancing firms' access to bank credit. The level of private credit bureau coverage is important in lessening the information asymmetry and reducing the negative impact of low competition. The results for the second objective reveal that firms are likely to innovate more in competitive banking sectors. Financially constrained firms are likely to have lower level of innovation. Low competition in the banking sector undermines the innovation process in the credit-constrained firms. Moreover, financially constrained firms have a significantly lower level of labor productivity as compared to non-credit-constrained firms.

**Keywords:** Financial Constraints; Concentration; Competition; SMEs.

# **Metaverse Marketing Ecosystem: A review paper on the future of Digital Marketing**

Sajid Hussain

Department of Management Sciences, Virtual University of Pakistan

sajidhussain@vu.edu.pk

## **Abstract**

The purpose of this review paper is to analyze the marketing ecosystem in the metaverse with a special focus on the practices and opportunities of digital marketing in a three-dimensional business environment. Metaverse can be seen as a new marketing ecosystem that will transform the entire marketing industry from the physical to the virtual world of the future. A cutting-edge strategy for giving potential customers an immersive experience is metaverse marketing which allows brands to adopt an aggressive approach to shape their digital futures to connect with Generation Z consumers. While the metaverse's infrastructure is still being built, marketers can set themselves up for a prosperous entry into virtual reality by adopting digital marketing strategies such as creating personalized NFT, E-gaming, possessing virtual real estate, and selling digital goods to Avatars. These digital strategies are the main characteristics of the metaverse marketing ecosystem. The worth of virtual commodities in the metaverse is equal to that of their physical equivalents, which may appear astonishing to marketing professionals. Marketers who wish to succeed in a virtual environment must think about what they can provide to their consumers to stay relevant in a virtual business environment.

**Keywords:** Metaverse, Digital Marketing, Artificial Intelligence, Augmented and Virtual Reality, Avatars

# DAY 2

**Day 2**  
**Session- I (Finance)**  
**Impact of board and board diversity dynamics on firm Performance. The moderating role of institutional ownership**

Zubaria Bashir  
Department of Commerce, Fatima Jinnah Women University, Pakistan  
zubariabashir79@gmail.com

Dr. Afkar Majeed Bhatti  
Lecturer/Incharge of Department of Commerce, Fatima Jinnah Women University, Pakistan

**Abstract**

This research test the effect of board and board diversity dynamics on firm performance using panel data from Pakistan stock exchange of oil and gas marketing companies during the years 2011- 2021 the contribution of this paper to examine the effect of board size, independent directors, frequently board meeting and diversity dynamics like gender diversity, directors education, directors age and national diversity with the moderating role of institutional ownership. This study use two theories on evaluate the board and diversity dynamics. Using stata to analyze data the finding of the study the directors' education, age of board of directors, national diversity, and institutional ownership is positive associated with ROA. While the existence of women in the board are negative associate with firms performance.

**Keywords:** Corporate governance, board size, board meeting, independent directors, age of board of director, directors' education, national diversity.

# **The Impact of Digital Financial Inclusion in Promoting Environmental Sustainability in Asian Economies**

Sadia Tariq

MS Scholar, Department of Management Sciences, University of Wah, Wah Cantt  
[rohmarashid@yahoo.com](mailto:rohmarashid@yahoo.com)

Faiza Saleem

Assistant Professor, Department of Management Sciences, University of Wah, Wah Cantt  
[faiza.saleem@uow.edu.pk](mailto:faiza.saleem@uow.edu.pk)

## **Abstract**

Digital financial inclusion (DFI) is an important aspect of development. Access to finance enhances the ability of people to engage in economic activities that lead to environmental degradation. The main objective of the study is to examine the impact of digital financial inclusion on environmental sustainability in ten developing Asian countries. The research study used quantitative secondary annual data collected from World Development Indicators managed by the World Bank from 2011-2020. The dependent variable of the study is environmental sustainability proxied by carbon dioxide emissions (CO<sub>2</sub>), and the independent variables are deposit accounts, financial institutions' branches, automated teller machines (ATMs), and loan accounts. The study applied a fixed or random effect model on balanced panel data for 10 developing countries. The finding shows that deposit accounts and automated teller machines have a significant positive relationship with environmental sustainability, and the financial institution's branches and loan accounts have an insignificant relationship with environmental sustainability. The study has significant implications for countries seeking to improve their overall energy efficiency, thereby reducing environmental degradation caused by increased economic activity.

**Keywords:** Digital Financial inclusion, economic activities, World Development Indicators, deposit account, environmental sustainability.

# **Impact of Corporate Governance on Firm's Performance with the Mediating Role of Enterprise Resource Planning (ERP) and Moderating Role of Institutional Reforms and Operating Capabilities**

Madiha Kiran

PhD Scholar, Faculty of Management Sciences, International Islamic University Islamabad

[madiha.phdmgt139@iiu.edu.pk](mailto:madiha.phdmgt139@iiu.edu.pk)

## **Abstract**

**Purpose:** The objective of this research is to examine the role of corporate governance on firm's performance with the mediating role of ERP system. The monetary globalization measure has impacted business sectors and has pushed firms in various nations to improve their administrative and operational efficiencies. Considering the new partners of good corporate governance (CG) practice, it is normal that acceptable CG practice would be the only way out for firms to meet the undeniably exceptional rivalry; nonetheless, this isn't the situation.

**Research design and findings:** It is discovered that government's role and its reforms have positive impact on corporate governance and a firm's performance, by adopting ERP system in which information transparency has been improved and agency problems between shareholders and board of directors might be resolved by implementing new and modern technology. The current study empirically validate this measurement with 100 manufacturing firms having 07 years' time span that is listed in Karachi stock exchange. STATA Software has been used for analysis. The study shows that the role of corporate governance has significant effect on ERP system that leads to a firm's good performance while using operational capabilities under employees.

**Limitations and future directions:** This study just utilized only one indicator for operational capabilities the results would be more generalizable if other proxies will be used for operational capabilities. And other capabilities like financial organizational capabilities should be used for further study. In this study only manufacturing firms were taken as sample if other non- financial sectors will be larged the results will be different and more authentic.

**Keywords:** Corporate Governance, ERP system, Firm performance, Institutional Reforms, Operational Capabilities

## **Factors affecting the Economic Performance under COVID-19: Examining the role of E-Governance**

Syed Kafait Hussain Naqvi

Lecturer Economics, Department of Economics, University of Kotli, AJK, Pakistan  
[kafait.phd236@iiu.edu.pk](mailto:kafait.phd236@iiu.edu.pk)

Gohar Khan

Lecturer Economics, University of Baluchistan, Pakistan

Dr. Arshad Ali Bhatti

Assistant Professor, International Islamic University, Islamabad

### **Abstract**

This study aims to investigate the role of e-governance during the pandemic of COVID-19 in the context of economic performance. The study adapts a descriptive analysis framework and the survey instrument adapted is based on the reports, statistics and ranking developed by United Nations and big data implications during Covid-19. It focuses on the comparisons and effects of e-governance on pandemic control and on economic performance. The study highlights the role of e-governance before and during the catastrophe and draw attention to the existing situations: (1) Pakistan is ranked poorly in almost all indicators of e-governance (2) ignoring effects of e-governance, and (3) failing to identify its potential for better economic performance. It is also found that, the country's ranking of e-government development indicators (EGDI) has declined gradually from score of 137 to 148 score. While, e-governance implications including the internet performance, 4G and big data technology played well to control the pandemic. The study concludes that e-governance play positive role in combating pandemics as well as it is an important factor to achieve sustained economic growth. As the study is conducted for the very limited period of COVID-19 so, it is the limitation of the study that the sample analyzed is too short so the defined use of instruments could not be done along with valuable implications of this research. The Covid-19 is an ongoing phenomenon and country has entered into its fourth wave. An empirical study of the same nature based on primary survey of households can be done for future research. It is suggested that, Pakistan should learn from the experience of developed countries who has adopted victorious e-governance tools of technological progression. These efforts will not only help to fight against COVID-19 pandemic but also guarantee country's sustainable economic performance.

**Keywords:** e-governance, COVID-19 pandemic, economic performance



## **Financial Derivatives: A Review of Literature**

Tania Asif

PhD Scholar, Faculty of Management Sciences, International Islamic University Islamabad  
[tania.phdmgt136@iiu.edu.pk](mailto:tania.phdmgt136@iiu.edu.pk)

Dr. Abdul Raheman

Professor, Faculty of Management Sciences, International Islamic University Islamabad

### **Abstract**

The current research provides a comprehensive review of literature on the financial derivatives. First begin with the background studies related to the derivatives. The review considers some of the determinants of the derivative usage explaining when and why firms use the derivatives. The main objective of derivatives usage is to hedge against the unexpected events. Sometime, derivatives can also be used to speculate. Next, this review provides the extant literature on derivative regulations, current accounting for derivatives, hedge accounting prior to and after the SFAS 133 and measurement of use of derivative. The review provides in detail analysis of the consequences of derivative for firms in terms of audit fee, earnings management, cost of capital and information asymmetry. It also examines the consequences for managers, investors and analysts as well. Finally, the use of derivative is examined in banking sector and other specific industries. This review paper may be helpful for practitioners and researchers in a sense that it provides an extent literature on effectiveness of derivatives. To conclude, due to the inherent complexity of the derivative instruments and data limitations, there is a lot of room for future researchers and practitioners to recognize the possible future research areas on derivative accounting.

**Keywords:** Derivative, Hedge Accounting, Hedging

**Day II**  
**Session- I (Management)**  
**The impact of abusive supervision on employees' Attitude: moderating role of Islamic work ethics**

Irfan Iqbal, Zarmeena Anum, Nayyara Zeb  
Khwaja Fareed University of Engineering and Information Technology  
[iiui.irfan@gmail.com](mailto:iiui.irfan@gmail.com)

**Abstract**

This study tries to examine the impact of abusive supervision on employee outcomes which are emotional exhaustion, organizational commitment, and job satisfaction, further this study examines the moderating role of Islamic work ethics on the relationship between abusive supervision and work outcomes. In this study, data is collected from 270 respondent's male and female employees from the health care sector of Pakistan the targeted population was Rawalpindi and Islamabad This study found that abusive supervision has a significant positive relationship with emotional exhaustion whereas a significant negative relationship with organizational commitment and job satisfaction. The study found the moderating support for Islamic work ethics between abusive supervision and emotional exhaustion. Limitations, future directions, and managerial implications are also mentioned.

**Keywords:** Abusive supervision, Islamic work ethics, organizational commitment, job satisfaction

## **Inclusive Leadership and Innovative Work Behavior: Work Engagement as a mediator and Perceived Job Autonomy as a moderator**

Nazia Kalsoom  
[nazianeim@gmail.com](mailto:nazianeim@gmail.com)

### **Abstract**

The aim of the study is to investigate the impact of inclusive leadership on innovative work behavior. The study also examines the mediating role of work engagement between inclusive leadership and innovative work behavior. The sample consist of employees from 10 public educational institutes operating in Rawalpindi/Islamabad. A questionnaire survey was carried out of total of 200 samples that were used for the analysis of final data. Non-probability sampling method is used in this study. The results suggest a causal relationship between inclusive leadership, innovative work behavior, work engagement and perceived job autonomy. Inclusive leadership has a positive impact on innovative work behavior. Work engagement proved to be a mediator and perceived job autonomy proved to be a moderator. There are few limitations of this study. Firstly, not all items were included in the research. Second limitation is that there was a small size of sample. Third limitation is that data was cross-sectional. Organizations should implement strategies that not only encourage and increase the engagement among the employees but also to make it their everyday work practice. We proposed a unique idea that contributes to the understanding of the relationship between inclusive leadership and innovation, which helps organizations survive in more complex environments.

**Keywords** Inclusive leadership, innovative work behavior, work engagement, perceived job autonomy

## **Effect of psychological contract breach on the task performance of the employees in the organization**

Zamzam Ali, Fatima Shamim and Hifza Rani

Department of Management Sciences, National University of Modern Languages, Islamabad,  
Pakistan

[syedaxumxum@gmail.com](mailto:syedaxumxum@gmail.com)

### **Abstract**

Organizations through each HRM practice should indicate what is expected from their employees and likewise what the employees could expect in return. Using Conservation of Resources (COR) theory, the current study aims to inspect the role of psychological contract breach (PCB) on behaviors and attitudes of the employees at the workplace which in return effects the performance of employees. There are two other factors taken in consideration to explain the PCB and task performance relationship. Moral disengagement is taken as the mediator to check it as an explaining relationship between the PCB and task performance. Furthermore, Organizational Commitment is considered as the boundary condition, where it expects to weaken the relationship of Moral Disengagement and Task Performance. To test our hypothesis, questionnaire survey was used to collect data from 249 employees working in different sectors of twin cities of Pakistan. We used SPSS process by Preacher & Hayes (2004, 2007) to analyze our data and found support for our direct hypothesis regarding PCB and task performance and moral disengagement and task performance. Our direct hypothesis for PCB and moral disengagement was not supported. Moreover, we found partial support for our mediation hypothesis but we couldn't find support for moderation hypothesis. The limitations and future research directions are discussed at the end.

**Keywords:** Psychological Contract Breach, Moral Disengagement, Task Performance, Organizational Commitment, COR theory.

## **Impact of Social Entrepreneurship Education on Social Entrepreneurship Intention among Dental Students: Mediating Role of Entrepreneurial Education Policy**

Dr. Syed M. Afraz Hassan Gillani, Dr. Syeda Shaheen Saba, Tahreem Hayat, Muniba  
Department of Public Administration, Government College University Faisalabad  
[afrazgillani@gcuf.edu.pk](mailto:afrazgillani@gcuf.edu.pk)

### **Abstract**

Social entrepreneurship in dentistry is an emerging concept in the medical institutions of Pakistan. There is a high unemployment rate among dental students after graduation so social entrepreneurial education will develop entrepreneurial intention and encourage them to start their own dental practice. Mostly dental institutions are not able to construct the entrepreneurial mindsets of their students through social entrepreneurial activities and education. Resource-based view theory is used in this study. The random sampling technique is used for data collection from four dental institutions in Pakistan. The questionnaire is adapted; 178 valid responses were received out of 250. SPSS and Smart PLS are used for analyzing the characteristics of respondents and evaluating the path analysis. The findings of the study show that social entrepreneurial education has a direct relation with entrepreneurial intention and how social entrepreneurial education policy has partially mediated the relationship. In this study, all the hypotheses are accepted. This study proposed to provide social entrepreneurial education and develop a business incubation center for dental students so dentists can see social entrepreneurship as the new road for their career in serving society.

**Keywords:** Social Entrepreneurial Education, Business Incubation, Social Entrepreneurial Intentions, Entrepreneurial Education Policy, Dentistry

## **Key Effect of Public Leadership Roles in Higher Education Institutions of Pakistan**

Hina Saleem

Institute of Business & Information Technology, University of the Punjab, Lahore, Pakistan

[hsaleem@ibitpu.edu.pk](mailto:hsaleem@ibitpu.edu.pk)

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### **Abstract**

Higher education in developing countries is lagging behind due to poor leadership practices. University teachers are unable to participate in self-development due to lack of supportive leadership behavior from their head of departments. Most of the time higher education faculty in public sector either does not get funding to pursue PhD or are not given any opportunity to get promoted in the hierarchy which halts their career advancement. Lack of supportive leadership behaviors' cause teachers' having low level of commitment towards their organizations. Therefore, it is posited that an innovative approach to leadership behavior can bring in desired improvement in putting the higher education on track.

**Keywords:** Public Leadership, leadership behavior, Higher Education Institutions

**Day II**  
**Session- I (Marketing, Technology and Entrepreneurship)**  
**Role of Social Media Marketing Activities and Brand Image with Mediating role of Client Satisfaction and Customer Engagement on Brand Equity An Empirical Investigation of Construction Industry**

Shinza Gul

MSPM Scholar, Air University School of Management, Air University Islamabad

Saman Attiq

Associate Professor, Air University School of Management, Air University Islamabad

**Abstract**

**Purpose:** This study draws attention to how social media marketing activities and brand Image will have an impact on Brand Equity and understand how client satisfaction and brand engagement mediates the relationship between all of them. The construction industry was chosen as a research area. Furthermore, this study discovered a vital beneficial association between all these independent variables; mediator, and dependent variable have a significant favorable relationship. Through data display and examinations, the current study discovered that these factors have a critical impact on the brand equity of the construction industry.

**Methodology:** The major tools used for data collection are questionnaires from the customer of the construction industry in Islamabad and Rawalpindi. The hypotheses were tested with the data collected through structured questionnaires. The collected data were analyzed using SPSS statistical analysis tool. The hypothesis was also developed to explore how Social Media Marketing Activities and Brand Image Mediating role of Client Satisfaction and Mediating the role of Customer Engagement on Brand Equity. To achieve this goal of a quantitative methodology, deductive approach, descriptive research design, and random sampling techniques were employed to gather quantitative data from the randomized construction industry customers. Based on the testing and evaluation of acquired data, we can conclude that hypothesis stats are much more effective and significant.

**Findings:** The findings of the study show that social media marketing activities and brand image is a critical practice to achieve brand equity in the construction industry business. Client satisfaction and customer engagement act as a bridge for brand equity on significant bases.

**Practical implications:** Clients Satisfaction has an eminent role in enhancing the brand equity of any company/brand and various developers/builders in construction industry and it can help them in understanding the importance of social media marketing activities and brand image in enhancing client's satisfaction as well as their brand equity. Incorporating SMMA, Brand Image and Customer Engagement in the construction industry can shape new horizons for client's satisfaction and creating an overall brand equity for the Construction Company, ultimately boosting their Revenue, ROI, and capital etc.

**Originality/value:** The novelty of this research is the spirit of incorporating social media marketing activities and company's brand image, client satisfaction, customer engagement and brand equity from customer perspective in the construction industry of Pakistan.

**Keywords:** Social Media Marketing Activities, Brand Image, Client's Satisfaction, Customer Engagement, Brand Equity

## **Antecedents and Consequences of Client's Satisfaction: Moderated Mediation Approach from Construction Industry**

Rafia Rauf

MS Scholar, Air University School of Management, Air University, Islamabad

Dr. Saman Attiq

Associate Professor, Air University School of Management, Air University, Islamabad.

[saman.attiq@mail.au.edu.pk](mailto:saman.attiq@mail.au.edu.pk)

### **Abstract**

This study examines the effect of green construction practices on client satisfaction. The study also examines the moderating role of Client-Project Manager's trust among green construction practices and client's satisfaction. Moreover, current study analyzed the impact of customer satisfaction on client's positive word of mouth. The study is based on deductive approach. Survey method was employed for data collection from respondents. Respondents were clients of construction industry. A non-probability convenience sampling technique was used. Population for the current study was from the clients of construction companies such as Sardar group of companies, Habib Construction services and Dascon Construction companies etc. within twin cities of Pakistan. In total, 208 questionnaires were collected. Statistical Package for Social Sciences (SPSS) was used to analyze the data. For data analysis, SPSS (Statistical Package for Social Sciences) and Smart PLS was used. The findings of the study provide helpful information to the project managers from which they could develop and improve appropriate marketing strategies direct towards clients, to gain their trust and engage them in spreading positive word of mouth. Due to time limitation this study had limitations including use of cross-sectional method, small sample size and top three construction companies only. Researchers may consider these limitations as the guideline for research in future.

**Keywords:** Green Construction Practices, Service Quality, Client's Satisfaction, Client-PM Trust, Positive Word of Mouth.



## **Entrepreneurship in the light of the Quran, Hadith, and Iqbal's philosophy**

Dr. Syed M. Afraz Hassan Gillani, Tahreem Hayat, Dr. Syeda Saba Shaheen , Muneeba  
Department of Public Administration, Government College University Faisalabad  
[afrazgillani@gcuf.edu.pk](mailto:afrazgillani@gcuf.edu.pk)

### **Abstract**

This research examines the differences between Islamic and Western perspectives on entrepreneurship and linked it with Iqbal's philosophy so that Muslim entrepreneurs can understand the significance of Islam's guiding principles and teachings as they forge ahead in their ventures. This research highlights all the values, principles, and teachings of Islam concerning entrepreneurship because, in today's dynamically changing world, every Muslim entrepreneur wants to be successful but doesn't value the founding principles. This research is divided into two sections: the first section explains the significance of business activity by citing verses from the Holy Quran and Hadith from the Holy Prophet (PBUH), while the second section uses the poetry of Allama Muhammad Iqbal to emphasize the characteristics and approach of successful business owners and the benefits of adhering to Islamic principles in the course of doing business. Iqbal used exceptional terminologies which are difficult to define and become a challenge to conceptualize and the concept of 'Khudi' is one of them. Every scholar explained khudi in different ways and dimensions. This study used the concept of khudi as Perceived Entrepreneurial Self-Efficacy and justify by western scholars of entrepreneurship.

**Keywords:** Entrepreneurship, Islam, Quran, Hadith, Allama Muhammad Iqbal, Business activities

# **Finding the influence of Organization Social Innovation on Resilience, Robustness, and Dynamic Capabilities of Digital Supply Chain**

Fatima Shamim

Lecturer , Department of management sciences, National University of Modern Languages

Alishba Amanat

Department of management sciences, National university of modern languages, Islamabad, Pakistan,

Faiza Kousar

Department of management sciences, National university of modern languages, Islamabad, Pakistan

[faizakousar07@gmail.com](mailto:faizakousar07@gmail.com)

## **Abstract**

Over the last few decades, new technologies have brought tremendous changes in supply chain. These technologies have upgraded conventional supply chain systems to independent digital supply chain management. As a result, Social Innovation plays an important role within many firms. Within Digital supply chain, Social Innovation is a new concept which fulfil the social, economic, and technological need of firms and upgrade the quality and quantity of digital supply chain. Main purpose of our study is to investigate the influence of social innovation on SC robustness, SC resilience and dynamic capabilities. In our study, we developed a theoretical model from the extant studies and evaluate by developing questionnaire survey led by manufacturers and logistics intermediaries which is directly or indirectly involved in global SC operations. To check our hypothesis, we collected responses from 215 respondents, which are working in different business sectors. For the analysis of direct hypothesis, we implement SPSS process by Preacher & Hayes (2004, 2007). Empirical analysis has been carried out to determine the impact of social innovation. We constitute full support for our mediation hypothesis but could not detect support for our moderation hypothesis. Results of analysis shows that Digital Supply

Chain is positively related to Social Innovation. The Social Innovation is further positively leading our dependent variables which are Supply Chain Resilience, Supply Chain Robustness and Dynamic Capability. We constitute full support for our mediation hypothesis but could not detect support for our moderation hypothesis.

**Keywords:** Digital Supply Chain, Social Innovation, Supply Chain Resilience, Supply Chain Robustness, Dynamic Capability, knowledge sharing

## **Assessment of socio-economic challenges associated with rural women entrepreneurs in the livestock sector in southern Punjab Pakistan**

Saima Nazir, Komal Nida Khan, Saba Nasir, Sidra Habib, and Sadaf Shakoor  
University of Agriculture Faisalabad Sub Campus Burewala  
[saimaro@uaf.edu.pk](mailto:saimaro@uaf.edu.pk)

### **Abstract**

Rural women entrepreneurs are the key players in agricultural uplift in most of developing nations including Pakistan. The women have an idiosyncratic role both in crop production as well as the livestock sector. Despite of the significant contribution of women entrepreneurs in crop production in general and in the livestock sector in particular their efforts are unrecognized in national accounts. The gender-based social construct of the society primarily hinders the entrepreneurial development of poor rural women. Keeping in view the importance of women's entrepreneurship in the livestock sector this study has been proposed to analyze the socio-economic challenges associated with rural women entrepreneurs in the livestock sector in Southern Punjab, Pakistan. The research will be conducted in two randomly selected districts namely Vehari and Burewala. For data collection, mixed methods (quantitative and qualitative) will be used. A sample of 240 rural women entrepreneurs in livestock sector will be selected by using simple random sampling technique. A structured interview schedule will be applied for quantitative data collection. While qualitative data will be collected by using focused group discussion and in depth interview guides. The collected quantitative data will be analyzed by using Statistical Package for Social Sciences (SPSS) 22. However, the qualitative data will be analyzed by content analysis. The results will be helpful to fill the conceptual research gaps in assessment of socio-economic challenges of rural women entrepreneurs and also to serve as pointer to inform policy to ensure their socio-economic empowerment.

**Keywords:** Gender disparity, Livestock Sector, Entrepreneurship

## **The effects of social capital on digital entrepreneurship nature and outcomes**

Asifa Ilyas

Assistant Professor, Department of Management Sciences, Virtual University of Pakistan.

[asifailyas@vu.edu.pk](mailto:asifailyas@vu.edu.pk)

### **Abstract**

Entrepreneurship is often depicted as a solution to various socioeconomic issues such as poverty and discrimination. The advent of information and computing technologies and the mobile internet has shaped new ways of doing business. But many questions remain unanswered such as does digital entrepreneurship provide a level playing field to all entrepreneurs? Do social beliefs, stereotypes such as gender, and resource accrual affect the nature and outcome of a business venture? Using an actor-network theory, this study attempts to explore answers to the above research questions. The study involves detailed interviews of ten women entrepreneurs who use different digital platforms to run their businesses. The content analysis of their responses shows that family support, education, access to training, availability of a skilled workforce, and financial resources differentiate the nature and success of their business ventures

**Keywords:** Digital Entrepreneurship, Social Capital, Business Ventures

**Day II**  
**Session- II (Finance)**  
**Cataclysm of Sri Lankan Economy: Economic Solutions and Their Dynamism**

Nigham Fatima  
Department of International Relations and Political Science, International Islamic University,  
Islamabad  
[nigham.bsir744@iiu.edu.pk](mailto:nigham.bsir744@iiu.edu.pk)

**Abstract**

The subject of economic crisis and their modern solutions has been extensively inscribed in the current literature. This paper mainly reflects two comprehensive economic initiatives, digital marketing and strategic management under the current situation of Sri Lankan economic cataclysm. Along with the impacts, the paper generally explains the actual contributing factors of crisis since 2019. These major, broad solutions are facing challenges due to lack of digital, institutional culture and Strategic implementation. Critical instance case study approach has been used. Sri Lanka's economic crisis is taken as a case study to describe dynamism of the solutions. The introduction of the papers describes the whole aspects of Sri Lankan crisis, along with the causes and extensive suggested solutions. Arguments built in the main body of the research, explained that how digitalization of markets and strategic management can help the economy during recession. Findings revealed effective and proficient approaches for growing challenges in domain of respective economic initiatives. The data has been collected, evaluated and analyzed broadly. The extensive literature review refers to the textual analysis of the research articles. Secondary data has been gathered through various journals, reports and magazine articles and analyzed. The type of methodology is of qualitative nature

**Keywords:** Cataclysm, Institutional Culture, Market Dynamism

## The Role of Central Sharī'ah Advisory Board in Harmonization of Products and Services in Islamic Banking Institutions

Dr. Muhammad Asghar Shahzad, Hafiz Rauf Iqbal

School of Islamic Banking & Finance, International Institute of Islamic Economics, International Islamic University H-10, Islamabad

[asghar.shahzad@iiu.edu.pk](mailto:asghar.shahzad@iiu.edu.pk), [rauf.phdibf19@iiu.edu.pk](mailto:rauf.phdibf19@iiu.edu.pk)

### Abstract

*Sharī'ah* compliance in the products and services of the Islamic financial institutions is a key difference between the Islamic financial institutions from their conventional counter parts. A strong and viable *Sharī'ah* governance structure can ensure the compliance of Islamic financial institution with the *Sharī'ah* rules and principles. *Sharī'ah* board members of IFI's are the back bone of *Sharī'ah* governance framework. They ensure the strict compliance of *Sharī'ah* guidelines in the IFI's products and services, so that the transactions must be free from any kind of prohibited elements i.e. *riba*, *gharar*, and *qimar*. (Ayub, 2019; Ayub et al., 2019; Sarker, 2012)

The *Sharī'ah* board supervises the development of new products and services, it's a process of *ijtihād*<sup>1</sup>, which the *Sharī'ah* board exercises. It can be observed that due to difference of opinion among the *Sharī'ah* scholars of IFIs on a specific product or service. (Wardhany & Arshad, 2012) It may affect the confidence of general public in the Islamic finance industry. In order to make products and services uniform it is very important to implement decisions of the institutions exercising collective *ijtihād* to reduce the fanaticism of the schools of Islamic law. The Supreme Court of Pakistan ordered in its judgment on *riba* 2001, to establish some special departments within the State Bank of Pakistan; "*Sharī'ah Board for scrutiny and evaluation of Board's procedures and products and for providing guidance for successfully managing the Islamic economics.*" (PLD 2000 SC 225) in view of the above judgement a *Sharī'ah* advisory committee was constituted at State Bank level.

In order to increase the harmonization and convergence in the financial transactions of the Islamic financial institutions the AAOIFI has also issued its 100<sup>th</sup> standard as Governance Standard on Central *Sharī'ah* Boards. The main objective of this standard is to iron out the situations of contradiction and differences between the Fatwas, rulings, decisions, and applications by such entity-level boards, allowing consistency in products and services offered by IFIs and the promotion of standardized practices. (AAOIFI, 2013)

In Pakistan the *Sharī'ah* Advisory Committee is also have the same objective as of Central *Sharī'ah* board defined by the AAOIFI in its standard on Central *Sharī'ah* Boards. The main objective of this study is to analyze the responsibilities of the Central *Sharī'ah* Board in the light of *Sharī'ah*. The paper will also compare the guidelines issued by the State Bank of Pakistan and AAOIFI regarding role of Central *Sharī'ah* advisory in harmonization of products and services in Islamic Banking industry.

**Keywords:** Products Harmonization, Islamic Banking, Sharī'ah Compliance

## **Effects of corporate social responsibility on firm performance. The moderating role of ownership structure**

Laraeeb Tauqir,  
Department of commerce, Fatimah Jinnah Women University, Pakistan  
[laraeebsheikh22@gmail.com](mailto:laraeebsheikh22@gmail.com)

Dr. Afkar Majeed Bhatti  
Lecturer/ Incharge Department of Commerce, Fatima Jinnah Women University, Pakistan

### **Abstract**

This paper thoroughly studies corporate social responsibility and firm performance relationships. The moderation of family and institutional ownership is used to identify its effect on the relationship between the two variables. The relationship is studied by the help of empirical evidence from the textile industry of Pakistan. This study will use panel data regression, descriptive statistics, and correlation to generate results. The sample and population consisted of 19 companies extracted from the Pakistan stock exchange as listed companies from 2017-2021. The results showed the relation between corporate social responsibility (CSR) and firm performance is partially supported, and the moderation of Institutional Ownership partially supports the relationship between the two. Whereas Family Ownership did not support the relationship at all. This study identifies that Family Ownership weakens the relationship whereas Institutional Ownership partially supports the corporate social responsibility (CSR) and firm performance relationship. This study will help understand CSR better in the context of Pakistan and ownership structures.

**Keywords:** Corporate social responsibility, Firm Performance, Family Ownership, and Institutional Ownership

**Day II**  
**Session- II (Management)**  
**Time Leadership for Resilient Project Teams: Analyzing Moderating and Mediating Mechanism**

Dr. Muhammad Sarmad, Maham Aslam Khan Bangash  
Department of Management Sciences, Riphah International University, Islamabad, Pakistan.  
[Muhammad.sarmad@riphah.edu.pk](mailto:Muhammad.sarmad@riphah.edu.pk), [Mahamakb@outlook.com](mailto:Mahamakb@outlook.com)

**Abstract**

The evolving challenges faced by today's project teams signify the necessity of resilience more than ever before. Thus, we investigate the role of project team leadership in nurturing resilience, specifically how project team is impacted by temporal leadership. Further, mediating impact of interpersonal trust between leader and team members is considered with learning environment as a moderator. Data is obtained from target demographic of 204 mid-tier IT sector, project-based employees via cross-sectional, convenience sampling technique. Data analysis executed through SPSS accounts for latest statistical techniques. The resulting findings supported a direct or positive relationship between temporal leadership and team resilience where they are mediated by interpersonal trust. Moderator learning culture however did not significantly influence the magnitude of relationship between interpersonal trust and team resilience. Overall, this study encourages project leads to adopt a temporal leadership approach to ensure that their teams can bounce back from hardship and are sustainable in the long term.

**Keywords:** Temporal Leadership, Interpersonal Trust, Team Resilience, Learning Culture, Project Management.



## **Micro Perspective for Outcome Behavior through the lens of Perceived CSR for Environment**

Dr.Iffat Rasool

Associate Professor, Department of Management Sciences, SZABIST, Islamabad  
dr.iffat@szabist-isb.edu.pk

### **Abstract**

The significance of employee behavior for Environment as OCBE is inevitable in service industry. Among the several industries the hotel and tourism industry has great impact on environment and natural resource. The managements of the above said industry have started paying attention to the environmental certification because sustainable direction of technologies and innovations have variant impact on individuals' CSR perception. As a result the employees' perceptions related to such environmental sustainability influence their attitudes for supporting their green behavior especially after COVID-19 incident. However, most of the research in this regard has been carried out in the context of developed nations rather than developing. Further the literature on CSR suggests that most of the previous research has been made on macro concept of CSR, and very less is explored with regards to employee perspective. Keeping in view the importance of micro perception of CSR, the Social Identity theory has been explored to justify the relationship of independent variable Perceived CSR for Environment and dependent variable Organizational Citizenship Behavior for Environment (OCBE) through several attitudes as Perceived External Prestige and Organizational Identity. The primary reason of conducting this study is to shed light on the significance of the green practices for employees that can be demonstrated through the sustainable CSR policies in the hotel industry. The convenience sampling method has been used for data collection from the employees of 5-star hotels and results obtained through SPSS and SEM via AMOS. The results of the relationship of independent variable Perceived CSR for Environment and dependent variable Organizational Citizenship Behavior for Environment (OCBE) through parallel mediations of Perceived External Prestige and Organizational Identity have been proved to be positive and suggests that the need for environmental sustainability is equally important for the employees in the service industry for the positive citizenship behavior after the outbreak of COVID -19. The study recommends that Pakistani hotel industry should keep up its pace with the international hotel industry and should take the necessary steps for the improvement in employees' green behavior e.g. for recycling initiatives, energy conservation, and waste disposal, plantation etc.

**Key Words:** Perceived CSR for Environment, Sustainability, OCBE

# **Impact of Supply Chain Management Practices on Innovative Performance: Mediating role of Organization Competence and Collaborative Capabilities as Moderator in SME Sector**

Imran Sabir

MS Project Management, Riphah International University, Islamabad

[imransabir5870@gmail.com](mailto:imransabir5870@gmail.com)

## **Abstract**

This research paper aims to study impacts of supply chain management (SCM) practices on the innovative performance of an organization in view of small and medium-sized enterprises (SMEs) in Pakistan. Study also investigated the role of organizational competence as mediator between SCM and innovative performance. Whereas organization collaborative capabilities were also investigated as a moderator between SCM and organizational competence.

A questionnaire-based survey with 201 the top management of SMEs in the manufacturing, services, and trading sector was conducted from May to June 2022. Regression and correlation techniques were used to investigate the relationship between different variables.

The results concluded that significant positive relationship exist between supply chain management practices and innovative performance of an organization. The role of organization competence as a mediator was also found significant. Furthermore, it has also been established that the collaborative capabilities of an organization play its positive role to enhance relationship between organizational competence and supply chain management practices.

This study has limitation of cross sectional data and small sample size. Moreover, it focused on Pakistan SMEs sector only, thus we cannot generalize its findings in other emerging economies of world which may benefit from the application of supply chain management practices.

The pivotal originality elements reside in the broadening scope of study from merely the manufacturing sector to other sectors of SMEs like the services and trading sector which comprises a major chunk of the overall SME portfolio. Moreover, in global dynamics and emerging trends in SMEs, the role of innovative performance is imperative. This study focused to understand the unique interrelationship between supply chain management practices and the innovative performance of an organization in the SME sector. Thus, the findings of the study contribute practically to the body of knowledge. Moreover, the SME sector can significantly benefit by applying SMC practices in their operations and can improve their innovative performance.

**Keywords:** Supply chain management practices, Innovative performance, Small and medium-sized enterprises (SMEs), collaborative capabilities, organization competence

## **Work family conflict and turnover intention: Psychological distress as mediator and social support as moderator**

Zarwish Ishfaq

Riphah International University, Islamabad, Pakistan

malikzari06@gmail.com

### **Abstract**

As retaining employees is a big issue in many organizations today especially in service sector, it is very important to find out causes of turnover-intention among employees. This study aims to examine how Work Family Conflict influences worker's turnover in service industry of Pakistan, with moderation effect of social support. To evaluate the work and family conflict among workers, the data is collected from 250 service sector employees of Rawalpindi, Pakistan by questionnaire method and sampling technique used is simple random. Correlation and regression techniques used to analyze data. The result shows that psychological distress has mediation effects between work family conflict and turnover intentions. Moreover, social support has significant impact on resolving issues of work family conflict among workers and their intentions to leave. This study is helpful for organizations to resolve Work family conflict issues by creating a balance between employees work and their personal life. Managers need to be aware of the impact that social support and WFC have on turnover intention. This study used social-support as a moderator for the first time between work-family-conflict and turnover intention. This study is conducted in the service sector of Pakistan. It contributes into the existing body of literature.

**Keywords:** Work family conflict, turnover intention, psychological distress, social support

**Evaluation of challenges faced in COVID19 pandemic with respect to managing design and construction projects in healthcare. A case study of pandemic based hospital transformations for sustainable usage and operations.**

Architect Omer Shujat Bhatti  
Research Associate, Dept. of ED,H&NS, AIOU Islamabad  
B.Arch, MSPM, PGD & MS Environmental Design, PhD Scholar IIUI  
[omer.phdes66@iiu.edu.pk](mailto:omer.phdes66@iiu.edu.pk)

**Abstract**

Healthcare acts as primary right of every human being in the society. Healthcare services accessibility and availability defines how much a society and its individuals value their health and quality of living. Hospitals act as the major healthcare service provider to the public in general. With COVID19 pandemic, these services of healthcare and their institutions faced an unforeseen scenario which was never been faced before. It challenged the existing design and operations of the healthcare facilities and hospitals through transformations for managing epidemic and pandemic patients with development of isolation and quarantine facilities. With very less knowledge and information at hand, healthcare facilities designer's operators and management across the country fought back on the forefront to manage the great burden of disease on their shoulders which had no precedence in history. The research article explored the context with reference to the challenges faced. Targeted audience mainly included medical teams, doctors, paramedic staff and allied along with management and allied professionals engaged with managing and transforming these facilities towards sustainable usage during and post pandemic times. It was evident that existing design and facilities management/operations never intrigued and explored the epidemic context with respect to facilities design and construction. Hence their transformation, even on temporary scale, was a challenge which lead to multiple failures and impacted the quality of services and spread of disease. Sample size formulated from multiple hospitals within twin cities as a true representation for the overall healthcare scenario and analysis lead to major findings. Data collection was done based on questionnaire methods including face to face interviews where allowed. It was evident that lack of integration and design into the evolution stage of healthcare facilities brief development and long term sustainable usage has not been kept while opting for feasibilities and hence lead to poor management of the pandemic. It was also observed that lack of satisfaction, higher stress and psychological pressures worsened the conditions with negative impacts on the forefront fighters in pandemic. It was concluded that design and transformation of the healthcare facilities and hospitals must explore and integrate the aspects of epidemic management and mitigation through managing them in design and construction phases and must correlate with contextual, climatic and operational needs of the people and facilities at large.

**Keywords:** Covid19 Pandemic, Healthcare Projects, Sustainability

**Day II**  
**Session- II (Marketing and Entrepreneurship)**  
**The impact of Brand Love on Brand Forgiveness and Brand Loyalty: Brand trust as mediator and Extraversion as a moderator**

Afifa Mujahid  
Faculty of Management Sciences, International Islamic University, Islamabad Paksitan  
[afifa.mujahid@iiu.edu.pk](mailto:afifa.mujahid@iiu.edu.pk)

**Abstract**

Researchers have recognized that durable consumer-brand relationships affect consumer actions, such as buying the brand, praising and/or protecting the brand, and even providing conflicting comments about competing brands. It was found out that 30.7 % consumers had a brand love for Samsung, 34.6% for iPhone, 22.5 % for Huawei and 12.1 % for other cellular brands This research explores the positive side of Brand Love and fills an important gap in the literature on brand forgiveness by examining brand love as a distal antecedent whereas brand trust as a proximal antecedent of brand forgiveness. The basic assumption of Social Cognitive Theory was used to explain all the links between brain activities that put an influential effect on the behaviors of individuals.

**Keywords:** Brand Forgiveness, Brand Love, Brand Trust, Brand Loyalty

# **Impact of Sustainable Knowledge Management Capabilities on Competitive Advantage: The Mediating and Moderating Analysis**

Shoaib Yousaf,

PhD Researcher, International Islamic University, Islamabad, Pakistan. Islamabad, Pakistan.

[shoaib.phdtm19@iiu.edu.pk](mailto:shoaib.phdtm19@iiu.edu.pk)

Dr Kausar Fiaz Khawaja

Faculty of Management Sciences, International Islamic University, Islamabad, Pakistan.

[kausar.khawaja@iiu.edu.pk](mailto:kausar.khawaja@iiu.edu.pk)

## **Abstract**

Globalization, a tough market, uncertain demand, and recent economic competitiveness threaten business sustainability. Internal efficiencies and processes alone would not help any company establish a market advantage. Business success depends on managing knowledge for supply chain competitiveness. Sustainability management is a demanding and crucial part of the social compact between company and society. The knowledge management and the management of supply chains need to be transformed to integrate sustainability. Hence, the current research investigates the impact of sustainable knowledge management capabilities on competitive advantage, with sustainable supply chain management practices mediating and institutional pressure-market pressure a moderating role. Mid-level 373 managers from Pakistan's leather, steel, textile, and rice industries provided data. Complete questionnaires collect primary data. Current study is based on RBV theory. This research found (i) sustainable knowledge acquisition has a direct impact on competitive advantage, (ii) sustainable knowledge acquisition has a direct impact on sustainable supply chain management practices, (iii) sustainable supply chain management practices have a direct impact on competitive advantage, (iv) sustainable supply chain management practices partially mediate on sustainable knowledge acquisition and competitive advantage (v) and institutional pressure (market pressure) have a significant moderating relationship between sustainable supply chain management practices and competitive advantage. This research will help managers and practitioners to achieve long-term corporate sustainability, vital firm performance, sustainable competitive advantage, and value creation.

**Keywords:** Sustainable knowledge management capabilities, sustainable supply chain management practices, institutional pressure (market pressure), competitive advantage, and manufacturing industry.

## **Machine Learning Algorithm for Cyber Threat Detection**

Sidra Habib

Lecturer Computer Science, University of Agriculture Faisalabad, Sub Campus Burewala  
Sidra.habib@uaf.edu.pk

Saba Nasir

Lecturer Business Administration, University of Agriculture Faisalabad, Sub Campus Burewala  
Saba.nasir@uaf.edu.pk

### **Abstract**

Artificial intelligence (AI) has made incredible strides, enabling high-performance software and highly autonomous machines. The cyber domain is now a battleground of access, influence, security, and control. Cybersecurity attacks have increased in both frequency and sophistication over the last few years. Traditional methods of intrusion detection and deep packet inspection, while still widely used and recommended, are no longer sufficient to meet the demands of growing security threats. There are also many methods for crime prediction in the literature. On the other hand, we cannot predict the method of cybercrime and cyberattacks. As computing power increases and costs decrease, machine learning is seen as an alternative or additional mechanism for defending against malware and other attacks. With cyber threats growing exponentially, organizations are now striving for better data mining techniques. Machine learning (ML)-based analysis of security machine data is the next trend in cybersecurity. However, choosing the best machine learning algorithms for security log analysis remains an obstacle to the success of data science in cybersecurity due to the risk of generating a large number of false positives. Due to this fact, there is an urgent need for efficient machine learning-based cyber threat detection models that can minimize false positive rates. This paper proposes an optimal machine-learning algorithm. Its framework is based on the analytical evaluation of collected results while using various forecasting, classification, and predictive algorithms. The data includes the type of crime, the gender of the perpetrator, the amount of damage, and the method of attack. This model will be helpful for cyber-crime units for detection of cyber-attacks.

**Keywords:** Machine Learning, Cyber Threat, Artificial Intelligence

## **Smart Contract and Block-chain Technology: A Legal Perspective in International Trade**

Fatima Safeer

International Islamic University, Islamabad, Pakistan. Islamabad, Pakistan

[fatima.llmit1209@iiu.edu.pk](mailto:fatima.llmit1209@iiu.edu.pk)

### **Abstract**

Many facets of society, particularly international trade, are predicted to undergo radical change as a result of block chain. Smart contracts are an intriguing aspect of block chain technology. This research paper examines how smart contracts and block chain technologies influence the rules governing international trade. This study demonstrates how the progressive development and use of block chain platforms disrupt the centuries-old system of international trade based on a brief review of this new automated method of communicating and conducting business. There are two aspects to this research work. It highlights the salient characteristics of block chain technology and smart contracts in the first segment. The next section compares the present and emerging methods for establishing and conducting global commercial transactions. With the assistance of a case study, the second part further discusses that countries have created regulatory frameworks and approved legislation about smart contracts or making references to them. In essence, this research points us in the direction of the developed nations, so that we can follow their examples and compete in the new era.

**Keywords:** Smart Contract, Block chain Technology, Regulatory Framework, International Trade



## **Influence of Digital Transformation on Organizations: Key Themes Associated with Leadership and Work Design**

Denial Khan, Qudsia Hashmi

PAF-KIET and PMAS Arid Agriculture University Rawalpindi

[daniyalkhan5752@gmail.com](mailto:daniyalkhan5752@gmail.com)

### **Abstract**

Because of the rapid advancement of technology, businesses now have to adapt both their organizational structure and their methods of work. Unfortunately, the precise nature of these modifications is unknown due to the fact that the majority of the research that is now available was carried out during previous phases of the transition to digital, and the literature is dispersed. In order to provide an up-to-date assessment of the shifts that have occurred in work design and leadership as a direct result of digital transformation and to organize the information that currently is in hand, the researchers conducted interviews with 12 respondents who are digitalization specialists in Pakistan and identified significant themes of change. This assisted in organizing the prior information we had as well as providing an up-to-date view on the task design and leadership. In conclusion, the four primary shift patterns will have an influence on the job design as well as the leadership. Alterations are being made in areas such as work-life balance and health, information and communications technology, performance and talent management, and organizational structures. There were two major shifts that occurred: the first was the organization of labor, and the second was a shift toward leadership that focused on relationships. Some of the changes that have been detected have been somewhat addressed in previous studies, but other changes, despite their evident importance at the present stage of the digital transition, have not attracted a great deal of attention. The findings of the study provide a foundation upon which more research may be conducted and assist businesses in being ready for the digital era.

**Keywords:** Digital Transformation, Work Design, Leadership