# 1st International conference on Managing Businesses and Projects (ICMBP)
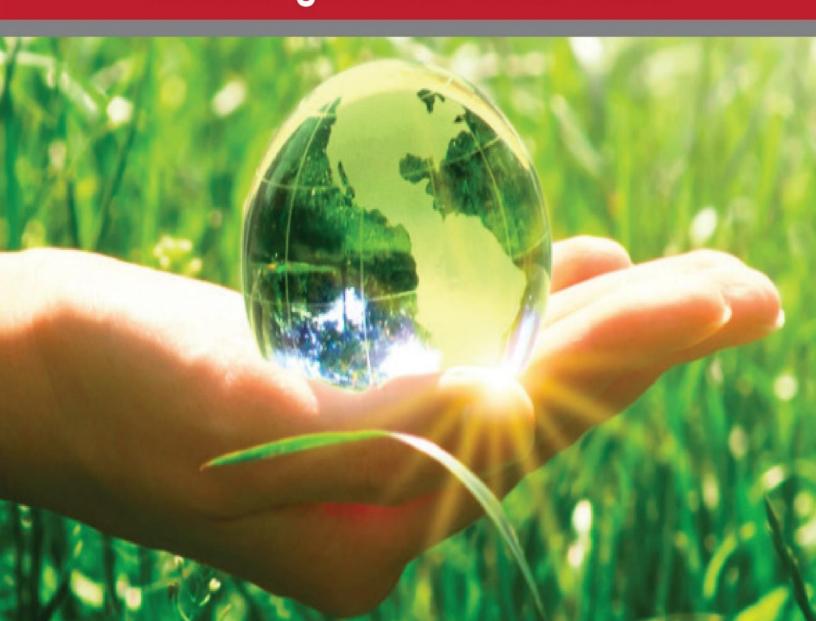
## "Equity and Sustainability: Inclusive growth for better future"

RIPHAH INTERNATIONAL UNIVERSITY

ICMBP 2024

## Book of Abstracts

## 1st International Conference on Managing Businesses and Projects

## (ICMBP 2024)

THEME

"Equity and Sustainability: Inclusive growth for a better future"

22-23 February 2024

## Organized by

## Riphah School of Business & Management

## Riphah International University Lahore, Pakistan

RIPHAH INTERNATIONAL UNIVERSITY

ICMBP 2024

INTERNATIONAL CONFERENCE ON MANAGING BUSINESSES AND PROJECTS (ICMBP) INTERNATIONAL

SUSTAINABLE DEVELOPMENT GOALS

ICMBP 2024

Equity and sustainability:
Inclusive growth for better future

# ICMBP 2024 Committee

**Conference Chair:** Prof. Dr. Shazia Nauman

**Conference Secretary:** Ms. Hina Yaqub Bhatti

**Conference Coordinator:** Mr. Zain Tahir

## Conference Support Team

| | |
|---|---|
| Dr. Kashif Mahmood | Ms. Rabeea Ishaq |
| Dr. Amad Saeed | Ms. Asma Tariq |
| Dr. Muhammad Wasif | Ms. Tahira Saudagar |
| Dr. Hammad Bin Azam | Ms. Sehrish Khushnood |
| Mr. Samad Manan | Ms. Nargis Batool |
| Mr. Talha Majeed Khan | Ms. Huma Arslan |
| Mr. Hafiz Ahmad Awaisi | Ms. Ayesha Sarwar Khan |

# 1st International conference on Managing Businesses and Projects (ICMBP)

## "Equity and Sustainability: Inclusive growth for better future"

The 1st International Conference on Managing Businesses and Projects (ICMBP) was held on February 22-23, 2024, bringing together diverse professionals to explore the theme of "Managing Businesses and Projects: Equity and Sustainability: Inclusive growth for a better future." Organized by the Riphah School of Business and Management, the conference featured keynote speakers, editorial sessions, and networking opportunities focused on achieving sustainable business practices, promoting social responsibility, fostering inclusive project management, and enhancing knowledge sharing across sectors. The ICMBP contributed to raising awareness of crucial issues in sustainable and equitable business and project management, fostering dialogue and collaboration between stakeholders, and identifying innovative approaches to address global challenges. The conference fostered dialogue and collaboration among diverse stakeholders, with participants exploring strategies for achieving sustainable business practices, promoting social responsibility, and fostering inclusive growth through responsible project management. Conferences aimed to identify innovative approaches to these global challenges, acknowledging that collective action and knowledge sharing are crucial for achieving a brighter future. By raising awareness and empowering participants to implement sustainable and equitable practices, ICMBP served as a valuable platform for individuals and organizations to contribute to solutions that address the interconnectedness of global problems.

**MESSAGE BY
THE CONFERENCE CHAIR ICMBP 2024**

# PROF. DR. SHAZIA NAUMAN

**HoD and Professor,
Riphah School of Business and Management
(RSBM)
Assistant Dean ORIC
Riphah International University
Lahore Campus**

Dear Scholars, Colleagues, and Participants,

On behalf of Riphah International University, I have the great pleasure of inviting you to the 1st International Conference on Management Business and Projects (ICMBP 2024), themed "Equality and Sustainability: Inclusive growth for a better future".

As sustainability redefines established paradigms, bringing both challenges and opportunities, the need for collaboration and thought leadership in management sciences has never been greater.

This conference aims to serve as a crucible of ideas, insights, and innovations by providing a platform for:

- In-depth discussions on pertinent topics in management sciences
- Exchange of knowledge and experiences amongst academics, professionals, and researchers

  We have crafted a diverse and engaging program featuring:

- Keynote addresses by renowned scholars, professionals, and thought leaders

- Meet the Editor Session
- Paper presentations showcasing cutting-edge research
- Workshops designed to enhance practical skills

Riphah International University, renowned for its commitment to academic excellence and cutting-edge research, provides an ideal setting for this intellectual gathering. Situated in the vibrant city of Lahore, steeped in history, culture, and academic legacy, the university offers a conducive environment for stimulating dialogue and collaborative ventures.

The Riphah School of Business and Management has undergone a remarkable transformation. What started as a department offering just one undergraduate and three graduate programs has blossomed into a thriving hub of academic excellence. Today, we boast a diverse range of undergraduate specializations, including Marketing, HR, Finance, Entrepreneurship, Project Management, Supply Chain Management, Business Analytics, Tourism & Hospitality, and Digital Marketing. Our graduate programs have expanded significantly, now encompassing numerous options and even a prestigious PhD program.

This rapid growth is a testament to our commitment to providing **cutting-edge, industry-relevant** business education. The impact of our program extends far beyond the classroom. Our **talented alumni** are making their mark on the world, with many pursuing further studies at **prestigious universities around the globe**. This success is a reflection of the high-quality education they received at RSBM, and it fuels our drive to continue providing exceptional learning experiences for future generations.

As Conference Chair, I am confident that this event will spark meaningful discussions and ignite the spark of collaborative projects advancing the field of project management and management sciences. I encourage you to actively participate, share your perspectives, and shape the conversation around cultivating sustainable and equitable practices for a better future. Thank

you for joining us on this intellectual journey and paving the way for innovation and excellence in the management sciences domain! "Despite being online, I am assured that this conference will spark vibrant discussions and valuable learning opportunities, just as if we were here in person."

# PROF. DR. KHURRAM SHAHZAD

**Dean**
**Faculty of Management Sciences**
**Riphah International University**

**Managing Editor of Journal of Islamic Business & Management (JIBM)**

Dr. Khurram Shahzad is a Professor and Dean at Faculty of Management Sciences. He holds a Post-Doc and PhD degree in Human Resource Management and Organizational Behavior. Dr. Shahzad has more than two decades of corporate and academic experience in Pakistan. He also provides trainings, capacity building and consultancy services to numerous national and multinational organizations. He has received many awards including Best University Teacher Award from Higher Education Commission, Pakistan.

# PROF. DR. RALF MüLLER

**BI Norwegian Business School, Norway**

## Topic: Balanced Leadership

Prof. Dr. Ralf Müller is Professor of Project Management at BI Norwegian Business School and Editor-in-Chief of the Project Management Journal®. He is a Fellow of both the Project Management Institute (PMI), and the Centre for Excellence in Project Management (CEPM). Ralf Müller lectures and research worldwide in leadership, governance, and organizational project management. His research work appeared in more than 300 academic publications, including 22 books, and was acknowledged by PMI, IPMA, Emerald and others with more than 20 awards, including several life-time achievement awards. A recent study by Stanford University ranked him among the top 2% of the most influential scientists worldwide. Before joining academia, he spent 30 years in the industry consulting with large enterprises and governments in more than 50 different countries for better project management and governance. Projects he worked on span from small up to US$ 5 billion in value. He also held related line management positions, such as the Worldwide Director of Project Management at NCR Corporation, USA.

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# PROF. DR. GIORGIO LOCATELLI

**Co-Editor-in-Chief**
**Project Management Journal**

Giorgio Locatelli is Professor at Politecnico di Milano, leading the major "Complex Projects Business" at the School of Management. Since 2006, Giorgio has studied large and complex infrastructure projects and programs, particularly in the energy sector. Giorgio attracted over €1,700,000 in research funds and is included in the Stanford-Elsevier list of the World's top 2% scientists. He acts as a trainer and advisor for public and private organizations. Giorgio has authored over 120 international peer-reviewed Scopus index publications with over 3,000 citations. He is the 2023 "IPMA Global Research Award" winner and Co-Editor-in-Chief of the Project Management Journal. He also sits on the editorial boards of the International Journal of Project Management, Construction Management and Economics, and Progress in Nuclear Energy.

# PROF. DR. JÖRG SYDOW

**Senior Editors of Organization Studies (OS) and Project Management Journal (PMJ)**

Dr. Jörg Sydow is a Professor of Management and Chair

for Inter-firm Cooperation at the School of Business &amp; Economics at Freie Universität Berlin, Germany. While he was a founding co-editor of two leading German journals, Managementforschung and Industrielle Beziehungen – The German Journal of Industrial Relations, he is currently one of the Senior Editors of Organization Studies (OS) and Project Management Journal (PMJ). He served on the editorial boards of many leading academic journals including not only Organization Studies but also Organization Science, Academy of Management Journal, Academy of Management Review, and Journal of Management Studies. With H. Berends he co-edited 2019 a volume of Research in the Sociology of Organizations on Managing Inter-organizational Collaborations – Process Views. Bingley, UK: Emerald. With T. Braun hewas in 2018 awarded the Global Research Award der International Project Management Association (IPMA). Since 2021 he is an Honorary Member of the European Group of Organization Studies (EGOS).

# PROF. DR. MARTINA HUEMANN

**Editor-in-Chief**
**International Journal of Project Management**
**Editor-in-Chief**
**Project Leadership and Society**

**Topic: The power of projects to create a sustainable future**

Martina Huemann is the Professor for Major Infrastructure Delivery at BSSC, University College London and Professor at WU Vienna University of Economics and Business. She has published widely on topics such as project careers, stakeholder engagement, sustainability, and project management. For her research on Human Resource Management in Project-oriented Organizations, she received the IPMA Research Award. Martina is Editor-in-Chief of International Journal of Project Management and Founding Editor-in-Chief of Project Leadership and Society. Martina Huemann has over 20 years of experience in research, teaching, and consulting. She believes in co-creation between practitioners and scholars and is co-founder of enable change, a network of independent experts to translate strategy into action.

# ASSC. PROF. DR. CONNIE ZHENG

**UniSA Business School**

**Co-Director**
**Centre for Workplace Excellence (CWeX)**
**University of South Australia (UniSA)**

**Topic: Intersectional effects of gender and culture on workplace bullying against Pakistani women**

Dr. Connie Zheng is currently holding the position of Associate Professor in Human Resource Management (HRM) at UniSA Business School and Co-Director of Centre for Workplace Excellence (CWeX)– a flagship Centre for workplace excellence research at University of South Australia (UniSA). Dr. Zheng is a leading HRM specialist, investigating the contextual factors that influence the effectiveness of organizational HRM policies and practices on improving societal cohesiveness, organizational performance, employee wellbeing and work-life balance. Dr. Zheng has published 4 books, 12 book chapters, 4 industry reports, and over 40 ABDC-ranked journal papers, and numerous presentations at national and international conferences. Her research findings have been used to enable organizations and employees to be innovative, resilient and adaptable to the changing world with many challenges stemming from continued global integration of markets, people and technology.

# PROF. DR.

# KHALID AHMED KHAN
**Professor, RSBM**

**President**
**Project Management Institute (PMI)**
**Lahore Chapter**

**Topic: Artificial intelligence (AI)**
**Implementation in Project management**

Dr. Khalid Ahmad Khan brings forth an illustrious career spanning over two decades. His expertise has been integral to the conceptualization and operationalization of Project Management Offices and the rigorous application of Earned Value Management across complex public sector projects. As an academician, Dr. Khan has distinguished himself as a Professor of Project Management, contributing to the scholarly community and the practical field alike. His contributions to the profession have been recognized with his active participation in the development of various Project Management Institute's standards including the PMBOK Guide. As one of the principal founders of the PMI Lahore Chapter, he has been instrumental in the chapter's growth and influence. His international consultancy engagements, including his work with the World Bank and the Punjab Government, underscore his expertise and his commitment to public service. Dr. Khan's tenure as President of the PMI Lahore Chapter further demonstrates his dedication to elevating the practice of project management. His profound insights and strategic foresight continue to guide the discipline, underscoring his status as a respected speaker and a distinguished authority in the field.

# DR. HAMMAD BIN AZAM HASHMI
**Assistant Professor, RSBM**

## Topic: Systematic Literature Review

Dr. Hammad Bin Azam Hashmi, a distinguished academic in Sustainability, Management, and Marketing, holds a PhD from Xi'an Jiaotong University. As an Assistant Professor at Riphah School of Business and Management, his extensive expertise reflects in his impactful publications and research awards, focusing on Corporate Social Responsibility, Environmental Management, and Corporate Governance.

The Systematic Literature Review (SLR) workshop offers a structured approach to synthesizing research findings, crucial for scholars and professionals across disciplines. Through meticulous planning and execution, participants gain insights into defining research questions, selecting databases, developing search strategies, article screening, and synthesizing findings. Led by experienced facilitators, discussions and hands-on exercises enrich understanding and application of SLR methodology. Attendees emerge equipped with essential skills to conduct comprehensive literature reviews, minimizing bias and maximizing the relevance and reliability of their research. This workshop serves as a pivotal resource for individuals seeking to navigate the complexities of synthesizing existing knowledge and informing evidence-based decision-making in their respective fields.

# DR. MUHAMMAD WASIF ZAFAR

**Assistant Professor, RSBM**

**Associate Editor**
**Environment, Development and Sustainability**

## Topic: A Hands-on Training on STATA software

Dr. Muhammad Wasif Zafar is an accomplished academic with a distinguished background in Finance and Economics. Holding a PhD from Beijing Institute of Technology and completing his Post Doctoral research at Shenzhen University, China, he brings a wealth of expertise to his role as Assistant Professor at Riphah School of Business and Management (RSBM). Dr. Zafar's contributions to academia extend beyond the classroom, as evidenced by his recognition among the top 2% scientists globally in Stanford Ranking and the top 1% in Clarivate Analytics. His research interests span across Corporate Social Responsibility, Environmental Economics, Corporate Governance, and Financial Inclusion, areas where he has made significant contributions through publications in esteemed high-impact factor journals. Driven by a commitment to advancing knowledge and addressing pressing societal issues, Dr. Zafar continues to inspire both students and peers alike in his pursuit of academic excellence and social impact.

The STATA Workshop provides comprehensive training on data analysis, covering data types, OLS assumptions, and descriptive statistics. Participants learn to apply fixed and random effect methods and distinguish between GMM and Two-Step GMM techniques. Through practical exercises, participants can gain proficiency in using STATA for effective data analysis.

# CONFERENCE AGENDA

## International Conference on Managing Businesses and Projects 2024
## Conference Plan

### Day 1
### (22nd February 2024)

| Time | Activity | Details | Page. No. |
|---|---|---|---|
| 2:00 PM to 2:10 PM (PST) | Recitation | Mr. Hafiz Ahmad Awaisi | |
| 2:10 PM to 2:15 PM (PST) | Welcome Note | Prof. Dr. Shazia Nauman (Conference Chair) | vi |
| 2:15 PM to 2:35 PM (PST) | International Keynote Speaker | Prof. Dr. Ralf Müller (Balanced Leadership) | x |
| 2:35 PM to 2:55 PM (PST) | Meet the Editor Session | Prof. Dr. Giorgio Locatelli (Co-Editor-in-Chief of the Project Management Journal) | xi |
| 2:55 PM to 3:15 PM (PST) | Q & A | | |
| 3:15 PM to 3:35 PM (PST) | Meet the Editor Session | Prof. Dr. Jörg Sydow (Senior Editors of Organization Studies and Project Management Journal) | xii |
| 3:35 PM to 3:55 PM (PST) | Q & A | | |
| 3:55 PM to 4:15 PM (PST) | Meet the Editor Session | Prof. Dr. Martina Huemann (Editor-in-Chief of International Journal of Project Management) Editor-in-Chief of Project Leadership and Society) | xiii |
| 4:15 PM to 4:35 PM (PST) | Q & A | | |

1

| Time | Presenter | Topic | |
|---|---|---|---|
| 4:35 PM to 4:55 PM (PST) | International Keynote Speaker | Prof. Dr. Martina Huemann (The power of projects to create a sustainable future) | xiii |

| Presentation Schedule (22nd February 2024) | | | |
|---|---|---|---|
| **Session A (Finance)** | | | |
| **Chair: Dr. Muhammad Wasif & Ms. Nargis Batool** | | | |
| **Time** | **Presenter** | **Topic** | |
| 5:15 PM to 5:30 PM (PST) | Muhammad Azfar Anwar, Zupan Zhang, Fahad Asmi | How FinTech enabled Digital Capabilities Encourage Value Chain Innovation for SMEs in Cultural and Creative Industries | 10 |
| 5:30 PM to 5:45 PM (PST) | Muhammad Asif | Towards Sustainable Environment: The role of green energy, economic globalization, foreign direct investment, financial development and industrialization. Evidence from the economies of South Asia | 11 |
| **Session B (Project Management & Supply Chain Management)** | | | |
| **Chair:  Dr. Kashif Mahmood & Dr. Amad Saeed** | | | |
| **Time** | **Presenter** | **Topic** | |
| 5:15 PM to 5:30 PM (PST) | Kripa Kudallur-balasubramanian | Role of procurement practices in promoting sustainability in project management | 12-13 |
| 5:30 PM to 5:45 PM (PST) | Aqeela Saleem, Javed Aslam | Blockchain Adoption for Resilience in Supply Chain Management | 14 |
| **Session C (Human Resource Management)** | | | |
| **Chair: Prof. Dr. Shazia Nauman & Ms. Huma Arslan** | | | |
| **Time** | **Presenter** | **Topic** | |
| 5:15 PM to 5:30 PM (PST) | Tahira Alam, Usman Raja | Impact of relationship conflict on evasive hiding: An Empirical evidence | 15 |
| 5:30 PM to 5:45 PM (PST) | Sadia Jahanzeb, Usman Raja | Narcissistic Leadership and Silent Compliance: A Social Learning Perspective | 16 |

| Time | Presenter | Topic | |
|------|-----------|-------|---|
| 5:45 PM to 6:00 PM (PST) | Farida Saleem, Muhammad Imran Malik | How Green Transformational Leadership Triggers Environmental Performance: Unleashing the Missing Links Through Green Self- efficacy, Green Empowerment, and Green Training of Employees | 17 |
| 6:00 PM to 6:15 PM (PST) | Farida Saleem | How Glass Ceiling Perceptions Affect the Job Performance of Females in Saudi Arabia: Finding the Missing Link Through Career Satisfaction and Work-life Balance Support | 18 |
| 6:00 PM to 7:00 PM (PST) | **Dinner** | | |

| **Day 2** **(23rd February 2024)** | | | |
|------|-----------|-------|---|
| 9:25 AM to 9:30 AM (PST) | Recitation | Mr. Hafiz Ahmad Awaisi | |
| 9:30 AM to 9:50 AM (PST) | International Keynote Speaker | Dr. Connie Zheng (Intersectional effects of gender and culture on workplace bullying against Pakistani women) | xiv |
| 9:50 AM to 10:10 AM (PST) | National Keynote Speaker | Prof. Dr.  Khalid Ahmad Khan (Artificial intelligence (AI) implementation in project management) | xv |
| **Presentation Schedule (23rd February 2024)** **Session A (Finance)** **Chair: Dr. Muhammad Wasif & Ms. Nargis Batool** | | | |
| **Time** | **Presenter** | **Topic** | |
| 10:30 AM to 10:45 AM (PST) | Maham Saleem, Talha Majeed Khan | The impact of leverage, liquidity, sales growth, and cash flow on financial distress with interest rates as a moderating variable | 19 |
| 10:45 AM to 11:00 AM (PST) | Aisha Ismail, Rahila Hanif | Technology Adoption in Microfinance: A Blessing or a Burden | 20 |

| 11:00 AM to 11:15 AM (PST) | Hina Ismail, Saadia Irshad, Yasmeen Altaf | Understanding Sustainable Assurance: An International Perspective | 21-22 |
|---|---|---|---|

| **Session B (Marketing)** <br> **Chair: Dr. Bilal Ahamd & Ms. Tahira Saudagar** | | | |
|---|---|---|---|
| **Time** | **Presenter** | **Topic** | |
| 10:30 AM to 10:45 AM (PST) | Mehwish Haider, Muhammad Hasham Khalid | Sustainability, Growth, and Brand Equity with Digital Marketing Tools and Techniques: A study conducted in the context of SMEs in Pakistan | 23 |
| 10:45 AM to 11:00 AM (PST) | Nouman Shaukat, Hina Yaqub Bhatti | How Employee Awareness of Bio-medical Waste Effect on Employee Intention: The Role of Employee Attitude and Government Measures | 24 |
| 11:00 AM to 11:15 AM (PST) | Syed Abbas Ali Raza, Hina Yaqub Bhatti, Shazia Nauman | How Cause-Brand Fit effect on Attitude toward Cause Related Marketing: Roles of Brand Credibility and Altruistic Value | 25 |

| **Session C (Project Management & Supply Chain Management)** <br> **Chair: Prof. Dr. Khalid Ahmed Khan & Dr. Ata ul Musawir** | | | |
|---|---|---|---|
| **Time** | **Presenter** | **Topic** | |
| 10:30 AM to 10:45 AM (PST) | Fatima Afzal, Roksana Tumpa | Exploring the Leadership Styles to Foster Sustainability in Construction Projects: A Systematic Literature Review | 26-27 |
| 10:45 AM to 11:00 AM (PST) | Mehwish Malik, Carla Riverola, Lili Mi | A project-level open innovation in project management: A review and bibliometric analysis | 28-29 |
| 11:00 AM to 11:15 AM (PST) | Awais Ahmad Khan, Yasir Ahmad, Asjad Shahzad Afshan Naseem | Effect of Organizational Culture on Project Delays in the Construction Industry of Pakistan: A Competing Value Framework Perspective | 30-31 |
| 11:15 AM to 11:30 AM (PST) | Faisal Hanif, Tayyaba Jameel | How Safety- specific transformational leadership impact on Project Safety Climate: A study on Pakistan Textile industry | 32 |

| Time | Presenter | Topic | |
|---|---|---|---|
| 11:30 AM to 11:45 AM (PST) | Nayab Elahi | Bending without Breaking: Examining the Effects of Social Capital on Individual Resilience, Project Citizenship Behavior, and Project Performance | 33 |
| 11:45 AM to 12:00 PM (PST) | Anam Fazal | Information Asymmetries: Is Machine Learning a Solution? | 34 |
| 12:00 PM to 12:15 PM (PST) | Kashif Khan | Impact of Inclusive leadership on Team Performance with Mediating Role of Project Team Member Silence | 35 |

### Session D (Project Management & Supply Chain Management)
### Chair: Dr. Kamil Hassan & Dr. Amad Saeed

| Time | Presenter | Topic | |
|---|---|---|---|
| 10:30 AM to 10:45 AM (PST) | Wajahat Yaqub | Prisons Management Information System: Modernizing prison management for safer rehabilitation | 36 |
| 10:45 AM to 11:00 AM (PST) | Abdul Aziz | How contractual and relational governance drives project performance: With the mediating role of cooperative behavior | 37 |
| 11:00 AM to 11:15 AM (PST) | Abdur Rehman | Strategic Agility in the Digitalization Age: A Bibliometric Analysis | 38 |
| 11:15 AM to 11:30 AM (PST) | Hafiz M Zaheer Abbasi | Investigating the Dark Side of Projectification: The Roles of Toxic Leadership, Work-Family Conflict, Job Stress, and Mindfulness in Public Sector Project Performance | 39 |
| 11:30 AM to 11:45 AM (PST) | Sadaf Noor, Shazia Nauman, Zain Tahir | How Digital Knowledge-Sharing Capability Enhances Sustainable Competitive Advantages: A Moderated Mediated Model | 40 |
| 11:45 AM to 12:00 PM (PST) | Rubina Gul | Examining the Impact of Gender Diversity on Project Team Dynamics and Female Members' Experiences: A Multi-Method Approach | 41-42 |
| 12:00 PM to 12:15 PM (PST) | Zain Tahir, Shazia Nauman | Job insecurity and Work Engagement: Role of perceived organizational politics and employee grit | 43 |

| Session E (Human Resource Management) Chair: Prof. Dr. Shazia Nauman & Ms. Huma Arslan | | | |
|---|---|---|---|
| Time | Presenter | Topic | |
| 10:30 AM to 10:45 AM (PST) | Muhammad Salman Chughtai, Yasra Khalid | Adaptive Leadership leads to Organization Innovations through the Serial Mediation of Individuals' Readiness to Change and Affective Commitment to Change | 44 |
| 10:45 AM to 11:00 AM (PST) | Muhammad Salman Chughtai, Hira Salah ud din Khan, Yasra Khalid | A Moderated Mediation Model of Adaptive Leadership between Learning Organizations and Organizational Innovation with the Perspective of Social Schema Theory | 45-46 |
| 11:00 AM to 11:15 AM (PST) | Tehreem Fatima, Muhammad Waqas, Ali Tariq | Work-Life Balance Support for Reducing Women Turnover Intention in The Service Sector Pakistan: A Time-Lagged Study in Perspective of Sustainable Development Goal of Decent Work and Economic Growth | 47 |
| 11:15 AM to 11:30 AM (PST) | Ahsan Imtiaz, Ayesha Bashir, Waseem Iqbal, Ali Imran, Sameer Sohail, Syed Hamza | The Structured Devops Practices in Green Innovation, Entrepreneurship and Renewable Development | 48 |
| 11:30 AM to 11:45 AM (PST) | Arsalan Ahmad, Radyum Ikono, Harjito | Comparative Studies of Innovation in Modern Higher Education System of Indonesia and Pakistan | 49 |
| 11:45 AM to 12:00 PM (PST) | Fareena Nadeem, Iram Fatima, Atif Husaain | Pioneering the Digital Age: A Comprehensive Investigation of the Effects of Digital Quality Management Systems on organizational Dynamics | 50 |
| 12:00 PM to 12:15 PM (PST) | Sofia Safdar, Sajjad Ahmad | A Mediated Structural Equation Model of Employee Creativity: Exploring the Influence of Knowledge Hiding and Creative Process Engagement | 51 |
| Session F (Human Resource Management) Chair: Ms. Rabeea Ishaq & Ms. Asma Tariq | | | |
| Time | Presenter | Topic | |
| 10:30 AM to 10:45 AM (PST) | Farhana Noor | The impact of customer incivility on service performance in banking sector of Pakistan | 52 |

| Time | Presenter | Topic | |
|---|---|---|---|
| 10:45 AM to 11:00 AM (PST) | Aqsa Asghar | Responsible Leadership and Sustainable Performance: Unleashing the Missing Links | 53-54 |
| 11:00 AM to 11:15 AM (PST) | Muhammad Saleem Butt | Impact of environmental knowledge and awareness on achieving sustainable performance: mediating role of green innovation and employee's green behavior | 55 |
| 11:15 AM to 11:30 AM (PST) | Seerat Maqsood | How E-HRM Strengthens the Job Performance in It Sector: Roles of Digital Knowledge Sharing and Job Meaningfulness | 56 |
| 11:30 AM to 11:45 AM (PST) | Fiza Rafiq, Shazia Nauman | Patient Incivility and Counterproductive Work Behavior: Mediating Role of Fatigue | 57 |

### Session G (Human Resource Management)
### Chair: Dr. Hammad Bin Azam & Mr. Samad Manan

| Time | Presenter | Topic | |
|---|---|---|---|
| 10:30 AM to 10:45 AM (PST) | Muhammad Tahir Bahu | Impact of Authentic Leadership on Project Performance: Roles of Psychological Empowerment, Project Citizenship Behavior and Individual Innovative Behavior | 58 |
| 10:45 AM to 11:00 AM (PST) | Abeeha Natiq, Shazia Nauman | How Servant leadership effect on Affective Commitment and Organization Citizenship Behavior: Roles of Employability and Job insecurity | 59-60 |
| 11:00 AM to 11:15 AM (PST) | Rabeea Ishaq | Aggressive Driving Behavior and Workplace Deviance: The Role of Self-Control Depletion and Peer Positive Humor | 61 |
| 11:15 AM to 11:30 AM (PST) | Ahsan Anjum, Ayesha Sajid, Shazia Nauman | How Responsible Leadership Drives Organizational Citizenship Behavior for the Environment: A Mediation Moderation | 62 |
| 11:30 AM to 11:45 AM (PST) | Tahira Saudagar | It's not the aptitude but the way you are viewed: Impact of impression management on popularity in the light of social influence theory. | 63-64 |
| 11:45 AM to 12:00 PM (PST) | Asma Tariq, Ayesha Sarwar | Exploring the Nexus of Workplace Bullying, Organizational Citizenship Behavior (OCBI), and Intention to Quit: Unravelling the Mediating effect of Perceived Organizational Politics | 65 |

| 12:30 PM - 01:00 PM (PST) | Closing Session | **Dr. Khurram Shahzad (Dean - Faculty of Management Sciences)** | ix |
|---|---|---|---|
| 01:00 PM to 2:00 PM (PST) | **Jumma Namaz/ Lunch Break** | | |
| 02:00 PM to 04:00 PM (PST) | Workshop I - Dr. Hammad Bin Azam (Systematic literature review) | | xvi |
| | Workshop II - Dr. Muhammad Wasif (Financial econometric) | | xvii |

# ABSTRACTS

# How FinTech enabled Digital Capabilities Encourage Value Chain Innovation for SMEs in Cultural and Creative Industries

**Muhammad Azfar Anwar**
College of Management, Shenzhen University, China
**Zupan Zhang**
Institute for Cultural and Creative Industries, Shenzhen University, China
**Fahad Asmi**
Charles Sturt University, Bathurst, New South Wales, Australia

## ABSTRACT

**Purpose**: This study examines how Fintech-enabled digital capabilities foster the value chain innovation and competitive advantage of SMEs in cultural and creative industries by revamping their technological capabilities and marketing capabilities. Drawing upon the 'dynamic capabilities theory' of the resource-based view we develop a model to capture the interaction between stimulating factors and their effect on innovation and competitive advantage with the moderating role of strategic alignment.

**Design/Methodology/Approach**: The study collects data from the International Cultural Industries Fair (ICIF), 2023, exhibiting more than 4,000 industrial participants. An informal interview from a random sampling was conducted with marketing and managing officials of participating SMEs and based on factors identified in these interviews was then incorporated to develop the questionnaire. The questionnaire collects data from 274 SMEs with a digital presence.

**Findings/Results**: – The findings reveal that market turbulence and task support are the significant factors pushing SMEs to capitalize on Fintech Fintech-enabled business model transformation, where this transformation affects technological capabilities and leads to value chain innovation. Value chain innovation significantly explains competitive advantage.

**Practical Implications:** – The study helps to understand the orientation of managers to adopt Fintech-based digital transformation and how it helps SMEs to innovate with limited resources and capabilities. It helps to integrate technological financial solutions in operations and marketing activities to collaborate with customers and to get market competitiveness. It enhances the understanding regarding the emerging role of Fintech and how it can strategically enable SMEs with the required capabilities to be innovative.

**Originality/Value**: The study fills the theoretical and empirical gap of Fintech utilization in cultural and creative industries by examining the relationship between digital resources, digital marketing capabilities, and strategic goals. The study integrates dynamic capabilities theoretical lens and practice-based view and presents the effect of publicly available digital resources on market strategies.

**Keywords:** *Cultural and creative industries, Dynamic capabilities, Business model innovation, Functionality, value chain innovation*

**Towards a Sustainable Environment: The Role of Green Energy, Economic Globalization, Foreign Direct Investment, Financial Development and Industrialization. Evidence from the Economies of South Asia**

**Muhammad Asif**

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ABSTRACT:

**Purpose:** Human activities such as burning fossil fuels for energy is the main reason for the emission of greenhouse gases (GHG) in the world. The primary factor for climate change and global warming is the emission of these greenhouse gases (United States Environmental Protection Agency 2021). South Asian economies have had substantial development in recent decades, but policymakers are concerned about long-term output stability. Considering this, the use of green energy recognized as effective mechanisms to mitigate CO2 emissions and promote sustainable growth as guided in core of most recent COP 28.

**Design/Methodology/Approach:** Consequently, the goal of this study is to investigate the long-run effect of green energy, economic globalization, foreign direct investment, financial development on CO2 emissions from 1993 to 2023 in selected South Asian countries. Due to the possibility of residual cross-sectional reliance and heterogeneity, the study examined the relationship between the variables using second-generation panel techniques. Previous research used traditional methods (first generation), which is incapable of dealing with the problem of cross- sectional dependence and slope heterogeneity. However, this study explores the dynamic connection using current (second generation) techniques. We used the augmented mean group estimator (AMG) and the common correlated effect mean group (CCEMG) estimate methodologies to evaluate the long-run coefficients, and the Dumitrescu and Hurlin panel causality test to check the causality link flow from one variable to another.

**Findings/Results:** The empirical findings show renewable energy reduces CO2 emissions but on the other side economic globalization, foreign direct investment, financial development, industrialization degrade the environment. Dumitrescu and Hurlin (D-H) found a bidirectional causality association between green energy consumption, economic globalization, foreign direct investment, and financial development, industrialization, and CO2 emissions. This study offers policy recommendations for achieving a low-carbon economy, increasing the use of renewable energy.

**Practical Implications:** This study also highlight the importance of economic globalization, foreign direct investment, financial development and industrialization because these all play an important role in the economic growth of the countries. And economic growth is the key factor to improve the living standard of the people of these growing economically countries of South Asia.

**Originality/Value:** This study gives the pathway to the policy makers that how they can achieve the goal of economic growth without degrading the environmental sustainability in South Asian countries.

**Key words:** *Green energy, Economic globalization, CO2 emissions, South Asia, COP 2*

## Role of Procurement Practices in Promoting Sustainability in Project Management

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## ABSTRACT

**Purpose:** This research aims to investigate the role of sustainability practices in promoting responsible project management, considering the pressing challenges posed by population growth and the construction industry's significant resource consumption and carbon emissions. With the Earth's finite resources dwindling and population growth exacerbating environmental pressures, the construction sector plays a pivotal role in shaping sustainability outcomes. This study examines current sustainability practices within the industry, particularly focusing on their integration into procurement decision-making processes. It seeks to identify the challenges organizations face in implementing sustainable practices, assess stakeholder reception, and evaluate the effectiveness of training and certification programs to raise awareness among employees. By exploring these aspects, the research aims to provide insights into the opportunities and barriers associated with embedding sustainability principles in project management, ultimately contributing to the advancement of responsible and environmentally conscious practices within the construction sector.

**Design/Methodology/Approach**: This research adopts a qualitative methodology employing semi-structured interviews with a purposive sampling approach involving four participants. The interviews delve into various aspects of sustainable practices, challenges encountered, and organizational sustainable goals. Through qualitative inquiry, the study aims to gain in-depth insights into the intricacies of sustainability integration within project management practices. By engaging with key stakeholders, the research endeavors to uncover nuanced perspectives and experiences, shedding light on the complexities and opportunities inherent in promoting sustainability within organizations.

**Findings/Results:** Key findings of the study reveal that many organizations share common sustainable goals, such as achieving carbon neutrality and reducing the usage of deforestation commodities. Integration of sustainability is pursued through explicit mentions of sustainable requirements in bid documents and tendering processes, as well as setting certification standards for supplier selection criteria. Existing sustainability practices include the use of renewable materials, contributions to charity, and waste reduction efforts, such as redistributing surplus materials to other construction sites using a mobile app. Organizations invest in training and certification programs like RICS, BREEAM AIA and LEED, along with conferences and standalone initiatives, to raise awareness among employees. However, there is less stakeholder buy-in due to perceived high costs, and organizations face challenges in finding sustainable solutions to address their sustainability goals.

**Practical Implications:** The research findings offer practical insights for organizations aspiring to integrate sustainability into project management. Understanding common sustainable goals and strategies can guide benchmarks. Explicitly including sustainability requirements in bid documents and setting supplier certification standards ensures sustainability permeates procurement processes. Adopting existing sustainability practices, like renewable materials and waste reduction, minimizes environmental impact. Investing in employee training and certifications fosters a culture of sustainability. However, overcoming challenges like stakeholder buy-in and cost concerns demands strategic solutions. In summary, the research provides actionable recommendations to bolster sustainability in project management practices.

**Originality/Value:** The originality of the research lies in its comprehensive exploration of sustainability practices in project management within the construction industry. By examining the integration of sustainability into procurement decision-making processes, identifying common sustainable goals, and assessing challenges faced by organizations, the research offers valuable insights. Additionally, the study delves into the effectiveness of various sustainability initiatives, such as setting certification standards for suppliers and implementing waste reduction strategies. This holistic approach contributes to the existing body of knowledge by providing practical recommendations for enhancing sustainability practices in project management, thus adding significant value to both academia and industry.

**Keywords:** *Sustainability practices, Project management, Procurement, Construction industry, Stakeholder buy-in, Sustainable goals, Certification standards, Waste reduction, Employee training, Qualitative methodology*

# Blockchain Adoption for Resilience in Supply Chain Management

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## ABSTRACT

**Purpose:** The purpose of this research is to explore the potential of blockchain technology in enhancing resilience in supply chain management (SCM). The study aims to understand how blockchain can improve transparency, efficiency, and security in supply chains, thereby making them more resilient to disruptions.

**Design/Methodology/Approach:** The research employs a mixed-methods approach, combining qualitative and quantitative data. The qualitative data is gathered through interviews with industry experts and case studies of companies that have adopted blockchain in their supply chains. The quantitative data is collected through surveys of supply chain professionals and analysis of performance metrics from companies using blockchain.

**Findings/Results:** The findings of the research are expected to reveal that blockchain technology significantly enhances supply chain resilience. It is anticipated that the results will show improvements in areas such as transparency, traceability, efficiency, and security in supply chains that have adopted blockchain. The study also expects to identify challenges in blockchain adoption and strategies to overcome them.

**Practical Implications:** The research will provide actionable insights for businesses considering blockchain adoption in their supply chains. It will offer strategies for successful implementation, ways to overcome potential challenges, and guidance on leveraging blockchain for improved supply chain resilience. The findings will be of practical value to supply chain professionals, business leaders, and policymakers.

**Originality/Value:** This research is original in its comprehensive exploration of blockchain's role in enhancing supply chain resilience. While previous studies have examined the potential of blockchain in supply chains, this research uniquely focuses on resilience, a critical aspect in today's volatile and uncertain business environment. The study's value lies in its practical implications, providing businesses with a roadmap for blockchain adoption in their supply chains.

**Keywords:** *Blockchain Technology, Supply Chain Management, Resilience*

# Impact of relationship conflict on evasive hiding: An Empirical evidence

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## ABSTRACT

**Purpose:** Knowledge is at the core of associations to accomplish and sustain a competitive edge to gain the optimum organizational performance due to its information resources, hence, for an organization it is necessary to encourage employees to share of knowledge they possess. The current study examines the impact of relationship conflict as an antecedent of evasive knowledge-hiding behavior with the underlying mechanism of frustration. The moderating role of the irritability trait has also been proposed between relationship conflict and frustration. Affective event theory has been employed as an overarching theory to explain the proposed theoretical model.

**Design/Methodology/Approach**: The current research is an empirical study using a time-lagged design. The data has been collected from employees of service sector organizations using the survey method, Data were collected from 290 workers of various public and private organizations of the service sector in Pakistan. After establishing the reliability and validity of the measure, hypotheses were tested using PROCESS by Hayes.

**Findings/Results:** The analysis provided good support for the proposed model. Relationship conflict is positively associated with evasive hiding and frustration mediates the relationship between relationship conflict and evasive hiding. Irritability moderates the positive relationship between relationship conflict and frustration such that the effects strengthen as irritability increases.

**Practical Implications:** In this study, the influence of determinants that affect knowledge hiding in teams is being examined. The current research proposes that these factors play a significant part in evasive hiding behavior. Moreover, this study focus on the personality type that is how irritability backs up the link as moderator among the interpersonal relationship conflict and frustration and explain this association through Affective Event Theory and convey a proper mechanism that how individuals hide their knowledge from other team members when there is a conflict arise within team members which affect the team's productivity and affect the team's output.

**Originality/Value:** The current study addresses the issue covering to determine how relationship conflict will affect the negative emotions of the team members which leads to intentionally hide the knowledge from each other. It will also find out that frustrated team members are more inclined to hide their knowledge. Moreover, in the presence of different personality types as a contextual factor like irritability will also be investigated through this study.

**Keywords:** Relationship conflict, Evasive hiding, Frustration, Irritability

# Narcissistic Leadership and Silent Compliance: A Social Learning Perspective

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## ABSTRACT

**Purpose:** Applying the social learning theory, this study investigates the influence of supervisor narcissism on acquiescent silence, exploring the sequential mediation of an instrumental ethical climate and workplace bullying.

**Design/Methodology/Approach:** Utilizing time-lagged data from employees in Pakistani service sector organizations, we find that followers' ethical behavior is actively shaped through observation, emulation, and identification with narcissistic leader behaviors. These leaders, exhibiting traits like autonomy, entitlement, exhibitionism, exploitation, self-sufficiency, superiority, and vanity, contribute to an instrumental ethical climate prioritizing self-interest over ethical considerations.

**Findings/Results:** Our results highlight the role of narcissistic supervision, instrumental ethical climate, and workplace bullying in facilitating acquiescent silence among employees. The study suggests direct interventions, discouraging supervisor narcissism, and indirect measures, such as curbing the instrumental ethical climate or addressing bullying in the organization.

**Practical Implementation:** Implementing these measures may provide direct and indirect corrective avenues to cultivate a more vibrant and positive organizational climate.

**Originality/Value:** This climate may foster a competitive environment conducive to workplace bullying, leading victims to adopt acquiescent silence despite facing repeated hostility.

**Keywords:** *Narcissism, Acquiescent silence, Ethical climate and Workplace bullying*

# How Green Transformational Leadership Triggers Environmental Performance: Unleashing the Missing Links Through Green Self-efficacy, Green Empowerment, and Green Training of Employees

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## ABSTRACT

**Purpose:** The study investigates how organizations respond to and adapt to changing environmental and societal conditions. Using the dynamic capabilities theory perspective, a holistic model is proposed and empirically tested using data from the pharmaceutical industry. The factors explaining and affecting the relationship between green transformational leadership (GTL) and environmental performance (EP) are investigated. Green empowerment and efficacy are proposed as possible explanatory mechanisms, and green training is considered a boundary condition.

**Design/Methodology/Approach:** Data from 247 managers working in pharmaceutical firms were used for the analysis of the proposed model. Structure equation modeling (SEM) and PROCESS Macro were used as the analysis technique.

**Findings/Results:** Results reveal an insignificant direct and significant indirect impact of green transformational leadership on environmental performance. This relationship is significantly mediated by green empowerment and green self-efficacy and moderated by green training.

**Practical Implications:** The healthcare industry, especially pharmaceutical firms, significantly impacts the environment; however, effective leadership can help reduce these negative impacts. Pharmaceutical companies can minimize their impact on the environment by embracing sustainable practices and making environmentally conscious decisions. GTL plays a pivotal role in fostering innovation in sustainability initiatives and motivating employees to enhance their environmentally friendly practices continually through green empowerment and green efficacy. The role of green training is also significant in enhancing the environmental performance of organizations.

**Originality/Value:** This study makes significant contributions to the existing literature by exploring the link between green transformational leadership and environmental performance in the context of small and medium-sized pharmaceutical firms while using the dynamic capability theory perspective. Green self-efficacy and empowerment are proposed as mediating factors that explain how green transformational leadership impact is translated into superior environmental performance by employees, and green training is proposed as a second-stage moderator.

**Keywords:** *Environmental Performance, Green Transformational Leadership, Green Empowerment, Green Self-Efficacy, Green Training, Dynamic Capability Theory*

# How Glass Ceiling Perceptions Affect the Job Performance of Females in Saudi Arabia: Finding the Missing Link through Career Satisfaction and Work-life Balance Support

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## ABSTRACT

**Purpose:** Drawing from gendered organization theory (GOT) and career construction theory (CCT), the current investigation aims to examine the link between the glass ceiling, career satisfaction, and job performance of females working in the Kingdom of Saudi Arabia. Further, we intend to look at career satisfaction as the explanatory factor and work-life balance support from the organization as the boundary condition.

**Design/Methodology/Approach:** Data from 178 female managers working in a variety of firms in the Kingdom of Saudi Arabia were used for the analysis of the proposed model. Structure equation modeling (SEM) and PROCESS Macro were used as the analysis technique.

**Findings/Results:** Results reveal significant direct and indirect impact of glass ceiling perceptions on job performance. This relationship is significantly mediated by career satisfaction and is moderated by work-life balance support from the organization.

**Practical Implications:** The current investigation identified the significant role of work-life balance support from organizations in mitigating the negative impact of the glass ceiling on the job performance of females. As Saudi Arabia is focusing on women's empowerment in its "Vision 2030", the firms operating in Saudi Arabia need to develop effective work-life balance support systems. It is also recommended that career support should be provided to females so their career satisfaction can be enhanced.

**Originality/Value**: This study makes significant contributions to the existing literature by exploring the link between glass ceiling perception in females and their job performance in the context of an important emerging market, Saudi Arabia, that strongly focuses on women's empowerment in its "Vision 2030". Using gendered organization theory (GOT) and career construction theory (CCT), career satisfaction is proposed as mediating factors that explain how the perception of the glass ceiling is translated into affecting the job performance of females and the role of work-life balance support from the organization in mitigating this negative impact.

**Keywords**: *Glass ceiling perceptions, Career satisfaction, Work-life balance support, Job performance, Gendered organization theory (GOT), Career construction theory (CCT)*

# The Impact of Leverage, Liquidity, Sales Growth, and Cash Flow Operating on Financial Distress with Interest Rates as a Moderating Variable

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## ABSTRACT

**Purpose:** This study investigates the impact of leverage, liquidity, sales growth, and cash flow operating on financial distress in Pakistan's power generation and distribution sector, with interest rates as a moderating variable.

**Design/Methodology/Approach:** The research adopts a quantitative approach and utilizes econometric modeling to analyze the relationship between financial variables and distress in 14 power-generating and distribution companies in Pakistan from 2018 to 2022. Panel data regression with the Random Effect Model handles unobserved heterogeneity across companies over time.

**Findings/Results:** The study found that operating cash flow and leverage have a significant positive influence on financial stability, while leverage and liquidity have a clear negative impact on it. On the other hand, sales growth has a significant effect on financial stability. Additionally, the research conclusively established that interest rates weaken the impact of sales growth and operating cash flow on financial stability. Interest rates also significantly weaken the influence of the debt-to-asset ratio and liquidity on financial stability. However, interest rates can moderate the impact of leverage on financial stability.

**Practical Implications:** Insights from this research offer strategic recommendations for financial management and policy adjustments within the electricity sector in response to economic and interest rate fluctuations.

**Originality/Value:** This study contributes to the literature by providing sector-specific findings on financial dynamics and challenges faced by power generation and distribution companies in Pakistan. It sheds light on the moderating effect of interest rates on financial distress, offering valuable insights for practitioners and policymakers.

**Keywords:** Financial Distress, Sales Growth, Cash Flow Operating, Leverage, Interest Rates, Firm Size, Earnings per Share (EPS)

# Technology Adoption in Microfinance:  A Blessing or a Burden

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## ABSTRACT

**Purpose:** Financial inclusion has become a global agenda for providing equitable opportunities to the poor. Bringing a large base of un-banked population to the banking sphere, financial markets are emphasizing an inclusive system with a slogan of financial access to all. A recent surge in mobile phone usage and internet usage is noticed globally, showing unprecedented opportunities for microfinance institutions, policy makers, and governments to use technology as a driving force for financial inclusion. Digital financial services have a great potential for microfinance to increase outreach, client base, and expand inclusion among the poor, especially women. Adoption of technology for microfinance providers in providing financial access to the poor is a critical step for reducing poverty and increasing financial inclusion. Considering the significance of technology in microfinance, this study aims to explore the role of technology adoption in lending process of microfinance providers and to identify the challenges in technology adoption for microfinance institutions.

**Design/Methodology/Approach:** A qualitative approach has been used to explore the perspective of microfinance providers in technology adoption. Semi-structured interviews have been conducted from microfinance providers to explore how technology adoption is facilitating their operations and what are the challenges they are facing in the adoption of technology.

**Findings/Results:** The findings of the study revealed the significant role of technology as an enabler for microfinance providers. Furthermore, key challenges in adoption of technology include unavailability of funds, increased cost of operations, infrastructural and Government support. The respondents also highlighted the key areas for improvement which can ease the spread of technology in the industry.

**Practical Implications:** The findings of the study will help apex body and regulators to know how technology adoption in microfinance industry can be accelerated that can lever its potential to increase financial inclusion. Furthermore, microfinance institutions can also create effective linkages to embrace technology for better delivery of financial services, improving risk management, and enhancing outreach. The findings of the study also have implications for other stakeholders including other industry players.

**Originality/Value:** This study signifies the critical role of technology for microfinance sector in improving the financial inclusion. The study highlights the role of technology for microfinance institutions by exploring views of people who are actually practicing through qualitative methods which will provide a true picture of current state of technology adoption.

**Keywords:** *Microfinance, Microfinance Providers, Technology, Financial inclusion.*

# Understanding Sustainable Assurance: An International Perspective

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## ABSTRACT

**Purpose:** Countries from all over the world are facing increasing demands from stakeholders for transparent disclosure. For transparency, various auditing bodies (such as Global Reporting Initiative, Accountability and the European Federation of Accountants) issue auditing guidelines for financial and non-financial reporting Assurance is one of the auditing practices for transparent disclosure. This study mainly focuses on exploring the main factors affecting sustainable assurance with testable predictions. Country-level institutional factors such as listing status on the stock exchange, firm size, board of directors' expertise, sector affiliation, leverage, profitability, quality of sustainability reporting, and ownership structure affect sustainable assurance. According to the Federation of European Accountants (FEE, 2002) companies should raise shareholder sureness by improving the credibility of their sustainable disclosure with third-party assurance and independent assurance.

**Design/Methodology/Approach:** This research tangled content analysis by captivating data from 38 different sectors (such as chemicals, energy, conglomerates, computers, automotive, household personals, and textile and appeals) of the five influential countries (Japan, USA, China, UK and Russia,). We take the data for the 2017 year of those companies that are involved in sustainability reporting. As a methodology, we used the regression model to observe the factors' effect on sustainable assurance in sustainability disclosure. The target population is companies from five influential countries.

**Findings/Results:** The findings show that factors such as listing status on the stock exchange, firm size, and board of director's expertise are positively associated with sustainable assurance. Factors such as sector affiliation, leverage, profitability, quality of sustainability reporting, and ownership structure are negatively associated with sustainable assurance. The findings of this research provide that for improving the quality of social and environmental reports assurance is mandatory either through a third party or independent assurer.

**Practical Implications:** Overall, this research will be beneficial for socially responsible firms, governing bodies, industry experts, academia and investors who want transparent disclosure by assuring from third-party assurer or accounting firms. Sustainable assurance diverts attention away from corporate irresponsibility and focuses on transparent and credible information disclosed in sustainable and annual reports. This research gives a new avenue for future research and suggestions.

**Originality/Value:** This study assesses the importance of sustainable assurance and various factors that affect sustainable assurance. The finding shows that this research will be helpful for stakeholders who are concerned with social and environmental performance.

**Keywords:** *Global Reporting Initiative, influential perspective, Sustainable disclosure, Content analysis, sustainable assurance, determinants, transparency, quality of disclosure*

# Sustainability, Growth, and Brand Equity with Digital Marketing Tools and Techniques: A study conducted in the context of SMEs in Pakistan

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## ABSTRACT

**Purpose:** The adoption of digital marketing tools and techniques has become necessary for small and medium-sized enterprises in Pakistan to increase their brand equity levels. The purpose of this research is to highlight how modern Pakistani SMEs prioritize sustainability goals and principles and illustrate how these SMEs plan to adhere to sustainability. The study was conducted in two primary directions, based on the suggested model.

**Design/Methodology/Approach:** We examined the extent to which contemporary SMEs in Pakistan commit to adopting sustainability objectives and values. By performing quantitative data analysis using SPSS software, we attempted to identify the most popular DMTT selections listed in the conceptual model.

**Findings/Results:** The results offer a foundation for contemporary SMEs that pursue sustainability by building and strengthening brand equity through DMTTs.

**Practical Implications:** Enterprises that are more successful with this strategy have lower traditional marketing costs and improved audience targeting. Therefore, developing a stronger brand has become a top priority for many contemporary small and medium-sized firms (SMEs) in Pakistan, as they work to ensure development and long-term viability. But at the same point, integrating these intricate procedures into the business models presents several difficulties as well such as determining which digital marketing tools and techniques will profit the maximum.

**Originality/Value:** Proposed model shed light on the connections between DMTTs and other important components that can boost SMEs' brand equity and foster growth, while also raising their degree of sustainability.

**Keywords:** sustainability; SMEs; brand equity; digital marketing tools and techniques; DMTTs

## How Employee Awareness of Bio-medical Waste Effect on Employee Intention: The Role of Employee Attitude and Government Measures

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## ABSTRACT

**Purpose:** This study endeavors to investigate the impact of employee awareness concerning biomedical waste management on their intentions to adhere to proper procedures, while also exploring the interplay between employee attitudes and government oversight in this context. Existing research has demonstrated that heightened awareness and favorable attitudes towards biomedical waste significantly enhance compliance intentions among healthcare staff. Moreover, the existence of rules and regulations governing biomedical waste management is of paramount importance.

**Design/Methodology/Approach:** Employing a quantitative approach, this study utilized convenience sampling, considering respondent availability and willingness to participate. The analysis utilized Hayes' PROCESS to examine mediation and moderation relationships. Descriptive analysis, reliability testing, and correlations were performed using SPSS. Data was collected from 253 employees across various hospitals in Lahore, Pakistan.

**Findings/Results:** The findings revealed that employee awareness of biomedical waste did not directly impact compliance intentions, but it did exert a positive influence on attitudes. Surprisingly, despite mediating the awareness-intention relationship, employee attitudes did not significantly predict intentions. However, the link between attitudes and intentions was moderated by government measures.

**Practical Implications:** These findings contribute to both theoretical understanding and practical enhancements in the management of biomedical waste within hospitals in Pakistan. Future research is recommended to gather data from other cities, complementing the Lahore-focused insights and providing a broader perspective on the subject.

**Originality/Value:** This study provides novel insights into the complex dynamics between employee awareness, attitudes towards biomedical waste management, and compliance intentions in healthcare settings, highlighting the critical role of government oversight.

**Keywords:** *Bio medical waste, employee attitude towards bio medical waste, employee awareness of bio medical waste, employee intention towards bio medical waste, government measures*

# How Cause-Brand Fit effect on Attitude toward Cause Related Marketing: Roles of Brand Credibility and Altruistic Value

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## ABSTRACT

**Purpose:** Cause Related Marketing is one of the fastest-growing strategies among the corporate social responsibility initiative. This study investigated the impact of cause brand fit on attitude towards Canse Related Marketing with the mediating role of brand credibility and the moderating role of altruistic value.

**Design/Methodology/Approach:** In this study, 256 responses were received through online Google form, and data were collected from Lahore, Pakistan. To test descriptive analysis, Cronbach alpha, and correlation, SPSS was used. Mediation and moderation analysis was tested by Hayes PROCESS macro.

**Findings/Results:** The study found that cause brand fit was significantly related to attitude towards Cause Related Marketing. Brand credibility partially mediates the relationship between cause brand fit and attitude towards Cause Related Marketing. Further Altruistic value does not moderate the relationship between cause brand fit and brand credibility.

**Practical Implications:** This research helps marketing managers to understand how to increase brand credibility through a Cause-Related Marketing campaign, especially in the developing country context. This study also addresses future research and recommendations in the area of Cause-Related Marketing.

**Originality/Value:** The novelty of this research lies in its comprehensive examination of the dynamics between cause brand fit, brand credibility, and consumer attitudes towards Cause Related Marketing (CRM) within a specific cultural and geographical context, namely Lahore, Pakistan.

**Keywords:** *Cause Related Marketing. Cause Brand Fit, Attitude towards Cause-Related Marketing, Brand Credibility, and Altruistic Value*

**Exploring the Leadership Styles to Foster Sustainability in Construction Projects: A Systematic Literature Review**

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ABSTRACT

**Purpose:** The construction industry faces sustainability challenges due to its significant resource consumption and environmental impact. This necessitates a shift to sustainable practices, emphasizing the 'circular economy' and balancing environmental, social, and economic sustainability (Shan et al., 2017; Afzal & Lim, 2022). Leadership is pivotal in this transformation (Tayal et al., 2018). Traditional leadership models focused on economic gains are insufficient for contemporary sustainability challenges. This research explores the leadership styles that enhance sustainability in construction through a systematic literature review. The review intends to analyze existing literature, present current insights, and suggest future research avenues.

**Design/Methodology/Approach:** Following Page et al. (2021), the PRISMA method was used to systematically review leadership styles in sustainable construction projects in May 2023 via Scopus. Initially, 4,238 documents were identified, narrowed down to 1,855 by filtering peer-reviewed articles in English without publication year restrictions. Screening titles and abstracts for relevance to leadership in sustainable construction reduced the pool to 72 articles. Further full-text analysis for eligibility led to 31 articles being selected for detailed bibliometric and content analysis. This process focused on identifying and analyzing studies specifically addressing leadership styles in the context of sustainable construction project practices.

**Findings/Results:** The content analysis identified five key themes in sustainable construction leadership, highlighting the evolution of leadership roles in recent decades. Tabassi et al. (2016) noted the need for leaders to possess intellectual, managerial, and transformational skills, focusing on sustainable development goals and integrating the triple bottom line. These skills include critical analysis, strategic vision, effective communication, and inspirational leadership, which are essential for achieving sustainability in construction. Leadership styles in construction must be diverse and adaptable. While transformational leadership is beneficial, no single style is universally suitable due to the dynamic nature of construction projects. Leaders should be flexible, employing styles like autocratic for critical decisions and democratic in more stable situations to integrate sustainability practices effectively. Among various leadership styles reviewed, transformational leadership was the most discussed (39%), indicating its significant role in sustainable construction. This style contributes to various aspects of sustainability, including green innovation (Huong et al., 2021), sustainable project performance (Silvius & Schipper, 2020), innovation promotion (Zhang et al., 2018), knowledge sharing, and green organizational citizenship behavior (Khan & Khan, 2021). This underscores the need for adaptable leadership approaches in construction projects, recognizing that a single style cannot meet all needs.

**Practical Implications:** This research emphasizes the critical role of effective leadership in advancing sustainability in construction projects, which is crucial for meeting the SDGs and net-zero targets by 2050. Developing leadership competencies in construction managers is challenging, necessitating comprehensive training programs. These include delegating leadership responsibilities and workplace training, which are key in fostering necessary skills. Project-based organizations should tailor training programs to craft leadership styles that align with organizational values and project requirements. Continuous professional development and targeted training based on professional levels and project sizes are recommended. Human resources management in construction should create objective schemes, while activities like analytical tasks and brainstorming sessions can enhance leaders' vision and creativity. This study sets the groundwork for further research on leadership in sustainable construction projects.

**Originality/Value:** Underpinned by the resource-based view (RBV), this study research fills the gap in the knowledge by providing a systematic literature review on leadership styles for fostering sustainability in construction projects.

**Keywords:** *Transformational leadership, Sustainable Development Goals (SDG), Construction industry*

# A project-level open innovation in project management: A review and bibliometric analysis

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## ABSTRACT

**Purpose:** Open innovation (OI) in project management represents a paradigm shift that emphasizes collaboration and knowledge exchange across organizational boundaries. In the context of project management, open innovation transcends traditional hierarchical structures, encouraging the integration of external ideas, expertise, and resources. This approach fosters a dynamic environment where stakeholders, both internal and external, actively participate in the project development process. While there is a considerable body of literature available on the topic of firm-level open innovation, it typically takes the form of project tasks, rather than more common firm activities.

**Design/Methodology/Approach**: We performed a bibliometric study on 38 relevant articles covering the last three decades (1990-2023) and was conducted according to the Preferred Items for Systematic Reviews and Meta-Analyses (PRISMA) guidelines, as identified by Page et al. (2021). Web of Science and Scopus were the electronic databases used to search for relevant articles for this study. Many studies about OI could be retrieved using keywords such as inter-organizational collaboration, collab* innovation, distributed innovation, crowdsourcing, open source, innovation ecosystem. Therefore, we used a query such as (TITLE-ABS-KEY (""open innovation"" OR ""collaborative innovation"" OR ""inter-organizational collaboration"" OR ""distributed innovation"") AND TITLE-ABS-KEY (""project management"" OR ""project-level"")) to retrieve the related papers. The incorporation of Google Scholar was used for manual collection to ensure that the study covered a wide range of sources and accessed the most appropriate articles. Our search used title/abstract [tiab] as the designated field tag to search for relevant articles. The authors read the abstracts thoroughly to include the relevant articles that have discussed open innovation from a project-level perspective. Lastly, the inclusion and exclusion criteria were also used to short list relevant articles only.

**Findings/Results:** The study findings are still in the developing stages. The main components of this qualitative analysis are bibliometrics, concepts and cluster generation, using various graphical maps and content to analyze the articles selected. Our analysis, therefore, begins with the assessment of keywords, e.g., the co-occurrence of keywords and key research clusters. Subsequently, the results will feature the literature that led to the categorization of the selected articles. Finally, the review process will end with research implications and the conclusion of the study, summing up the process and findings.

**Practical Implications:** The study will yield an intriguing implication in the current trends in project management to illuminate the connections between open innovation and project management, proving that the value-creation process requires both knowledge and technology. In addition, the research will highlight and suggest the empirical tests be conducted on PBOs in

order to fully grasp the potential impact of open innovation in terms of acquisition and exploitation capabilities, with a focus on sustainability and lasting competitive advantage.

**Originality/Value:** The study will also add to the existing literature on this topic and highlight the importance of new knowledge production and the exchange of measures that support global and equitable collaborative growth specifically in project management. Lastly, the study will be a valuable contribution to the surprisingly sparse and neglected literature in project-level open innovation.

**Keywords:** *Project level open innovation, project management, knowledge management, bibliometric analysis*

# Effect of Organizational Culture on Project Delays in the Construction Industry of Pakistan: A Competing Value Framework Perspective

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## ABSTRACT

**Purpose:** The construction industry holds significant importance in driving economic growth and infrastructure development. Despite this, delays in construction projects remain a persistent and pervasive challenge globally. Moreover, culture, a vital organizational component, may be associated with delays. Organizational culture is conceptualized as a framework of shared beliefs, values, and norms that shape the organization's interpretation and understanding of various factors. To investigate the causes of project delays, this study aimed to examine the intricate relationship between organizational culture and delays in construction projects, specifically focusing on the role of cultural types. These included Clan, Adhocracy, Market and Hierarchy cultures, identified through competing value framework (CVF).

**Design/Methodology/Approach**: Extensive research was conducted using an online questionnaire survey that comprehensively covered an essential aspect of projects i.e. identifying common causes of delays, and an in-depth assessment of organizational culture. The survey was circulated among the construction professionals, stakeholders, and project participants in Pakistan's central and northern regions. The Organizational Culture Assessment Instrument (OCAI) and the Quinn and Cameron model were used to evaluate the organizational culture in various construction companies engaged in multiple projects. The six key dimensions used in the survey were Dominant Characteristics, Organizational Leadership, Management of Employees, Organizational Glue, Strategic Emphases, and Criteria of Success. The data collected from the survey were subjected to statistical analysis (non-parametric) to identify patterns, correlations, and relationships between organizational culture and project delays.

**Findings/Results:** The results revealed that clan culture dominated the construction industry in the target region, which is characterized by a strong sense of trust, collaboration, and shared values among individuals. However, the chi-square test results indicated that there was no significant association between the dominant organizational culture and the delays experienced in construction projects. This suggests that while there is no sufficient evidence of organizational culture influencing project management practices, there are other external and project-specific factors that might significantly impact project timelines.

**Practical Implications:** The research has numerous implications for the construction industry in Pakistan. For example, although Clan Culture may foster positive values, the prevalence of delays in construction projects may be influenced by external factors such as economic fluctuations, regulatory constraints, and issues with suppliers, and adverse weather conditions. Additionally, project-specific constraints (internal constraints) such as equipment failures, labor

shortages, missing or incorrect data, and conflicts can significantly contribute to delays. Therefore, the focus of the organizations should be shifted to these contributing factors rather than putting efforts into changing a dominant culture. There are several limitations of the study. For example, the sample size of this study was limited to construction organizations in the central and northern regions of Pakistan, affecting the generalizability of the results. Future research may include a more diverse sample from various regions to strengthen findings. Additionally, an approach involving different statistical techniques (parametric tests) and qualitative methods like focus groups and case studies (longitudinal), is essential to fully understand the link between organizational culture and project delays.

**Originality/Value:** The research study provided valuable insights into the organizational culture and its potential impact on project delays in the construction industry of Pakistan. The data analysis revealed and answered the previous calls for research by identifying the Clan Culture as the dominant culture within construction organizations. This culture emphasized trust, teamwork, and close-knit relationships among employees, often found in family-owned and operated companies where employees were often related.

**Keywords:** *Construction industry; Organizational culture; Project delays; Project performance*

## How Safety- specific transformational leadership impact on Project Safety Climate: A study on Pakistan Textile industry

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## ABSTRACT

**Purpose:** Leaders' behavior has a critical impact on workers' safety behavior. However, previous studies have shown contradictive views on the effect of different leadership styles on safety behavior. One reason may be that the effectiveness of leaders' behavior varies according to diverse contexts. This study examines the effect of transformational leadership on project safety climate. Safety climate plays an important role in the high-risk textile industry. Moreover, we also tested the mediating effect of Safety Compliance and moderating effect of Attitude towards Safety.

**Design/Methodology/Approach:** The authors collected data from 270 textile sector employees through a questionnaire whose jobs involved frequent interactions with machines employed in various textile factories. Data were analyzed using moderated mediation.

**Findings/Results:** The study results confirmed that Transformational leadership was identified as a key variable for the functioning of project safety climate. The results show that safety compliance fully mediated between the Transformational leadership and project safety climate, and attitude towards safety fully moderated the impact of Transformational leadership on project safety climate. The study concluded the positive relation between Safety Specific Transformational Leadership and Project Safety Climate.

**Practical Implications:** The findings of the study provide frontline supervisors with new insights into improving workers' safety and the efficiency of leadership in safety management.

**Originality/Value:** This study broadly contributes to the literature on the influence of project managers' leadership styles on project outcomes. Specifically, we elucidate the role of safety specific transformational leadership style as an important boundary condition that enhances the project safety climate. Furthermore, we extend the application of social exchange theory to the context of projects.

**Keywords:** *Safety Specific Transformational Leadership, Safety Compliance, Project Safety Climate, Attitude towards Safety*

# Bending without Breaking: Examining the Effects of Social Capital on Individual Resilience, Project Citizenship Behavior, and Project Performance

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## ABSTRACT

**Purpose:** Author of the study investigated and described the concept of employee resilience and its impact on project performance within the telecom sector. Telecommunications has become one of Pakistan's most promising industries. Hence, the author examined different organization-level variables like internal social capital and citizenship behavior in the context of the project, as currently there is little written on the subject.

**Design/Methodology/Approach:** The target population for this research was telecom organizations in Islamabad, Pakistan. The data was collected from employees engaged in various projects conducted in the organizations. Since respondents are required to report on their projects completed, only those employees that have completed at least one project with the organization were selected for participation. The unit of analysis was the individual project. Convenience sampling technique was used for collecting data.

**Findings/Results:** Author finds that there exists a positive relationship between project internal social capital and individual resilience. Project internal social capital has a direct positive effect on project performance. Individual resilience has a direct positive effect on project citizenship behaviors and project citizenship behavior also has a positive relationship with project performance. Further, when individual resilience and project citizenship behavior are taken as mediator between project internal social capital and project performance, it partially mediates the relationship. When moderation is applied between project internal social capital and individual resilience it does not moderate the relation as predicted, this could be because of the reason that people sometimes are reluctant to show their help seeking behavior.

**Practical Implications:** Project managers should use the project internal social capital due to their significant impact on project performance. The project managers should understand the importance of social capital within the teams and its positive impact on project performance. Project managers can employ these assets, also known as project internal social capital, to help the project team members be more resilient. Or they can assist the members of their project team in effectively using the available resources to produce beneficial results. Author suggests that, in addition to making effective use of a project's internal social capital, project managers should also encourage their project team members to exhibit good citizenship, as by going above and beyond, a project team member can significantly enhance the project performance.

**Originality/Value**: This study integrates and extends the project internal social capital, resilience, organization citizenship, and project performance literature. This research answers the earlier calls for research on the effects of resilience on project management. The study reveals that a higher level of individual resilience has a direct positive effect on organization citizenship.

**Keywords:** *Project internal social capital, social resourcefulness, individual resilience, project citizenship behavior, project performance, persona resources, social resources*

# Information Asymmetries: Is Machine Learning a Solution?

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## ABSTRACT

**Purpose:** The concept of information asymmetry in financial markets underlines the uneven spread and heterogenous flow of information among participants. This condition leads to discrimination in the financial sector when people with privileged information get more benefits from investments and other options. Literature highlights information asymmetry as a significant barrier to financial inclusion. There is a need to understand the factors that cause information asymmetries in financial markets. Technological revolution including Artificial Intelligence (AI), Machine Learning (ML), big data, cloud computing and blockchain are systematically changing the behaviors of legacy financial institutions. In the light of this, the purpose of this study is twofold: 1) to identify the factors of information asymmetry and, 2) to propose a solution for the problem of information asymmetry.

**Design/Methodology/Approach:** The research is adopting a qualitative approach to fulfill its objectives. A thorough literature review is performed to identify the factors of information asymmetry. Furthermore, fuzzy inference mechanism is applied in MATLAB to gain evidence on the role of ML in reducing the level of information asymmetry in the financial sector.

**Findings/Results:** There are two underlying factors of information asymmetry in financial markets. One factor is strategic problems and the other consists of strategic and behavioral factors. Fuzzy logic, a ML technique, is capable to mitigate these problems by using non-traditional sources of data and to provide sources for even dispersion of information in the markets.

**Practical Implications:** Evidence for the current research is only taken from literature. Future research is expected to extend the work by collecting data from other sources also.

**Originality/Value:** Information asymmetry causes uncertainties in financial markets and increases unwillingness of investors to participate in financial markets. This leads to lower levels of financial inclusion in an economy. This study provides unique insights for solving the problem of information asymmetry with the help of ML technology. A new perspective is open with the findings of this study for implementation of AI in financial infrastructure of countries.

**Keywords:** Information Asymmetry; Structural barriers; Strategic & Behavioral barriers; Technologies; Machine Learning

# Impact of Inclusive leadership on Team Performance with Mediating Role of Project Team Member Silence

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## ABSTRACT

**Purpose:** The purpose of this research study is to test the Impact of Inclusive leadership on Team Performance with Mediating Role of Project Team Member Silence. Drawing from theories, the project team member's silence plays a role as a mediator.

**Design/Methodology/Approach:** Data were collected using questionnaire from 410 employees working on various construction projects across twin cities (Islamabad and Rawalpindi) of Pakistan. The sample was drawn by using a purposive sampling technique. The data were collected from project-based organizations of twin cities of Pakistan i.e., Rawalpindi and Islamabad.

**Findings/Results:** The findings suggest that there is a positive and significant relationship between Inclusive leadership and Team Performance. Project Team Member Silence mediates the relationship between Inclusive leadership and Team Performance.

**Practical Implications:** The study has practical implications on a project-based organization, presenting certain guidelines to understand how Inclusive leadership affects the Team Performance within the project-based organizations.

**Originality/Value:** This research investigates the impact of inclusive leadership on team performance, uniquely exploring the mediating role of project team member silence. By examining how inclusive leadership practices influence team dynamics and communication patterns, the study aims to contribute novel insights into enhancing team effectiveness and organizational success.

**Keywords:** Inclusive leadership; Team Performance; Project Team Member Silence

## Prisons Management Information System Modernizing Prison Management for Safer Rehabilitation

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**ABSTRACT**

**Purpose:** The purpose of this case is to provide an overview of the Punjab Information Technology Board's transformative initiative aiming to revolutionize the prison department's operations in Punjab province as the Prisons Management Information System (PMIS), which was developed to create a comprehensive electronic database and automate processes to improve the prisons department's efficiency, transparency, and service delivery.

**Design/Methodology/Approach:** The PMIS uses an integrated electronic database to track information on all prisoners, staff, and visitors across all facilities in the province. It also automates key business processes as well as property account banking integration and visitation functions. The paper describes the overall design and approach used to develop and implement the PMIS across Punjab's prison infrastructure.

**Findings/Results:** Results show that PMIS has successfully replaced the outdated registrar and file system with a modern, comprehensive digital database for over 43 jails, 8 regional offices, and other facilities. The system has effectively improved transparency, reduced wait times for services, and increased the efficiency of the Punjab Prisons Department as per stated goals.

**Practical Implications:** By demonstrating effective large-scale automation of prison operations through the PMIS, this paper provides key lessons and implications for modernizing management functions in the corrections system. The PMIS model showcases practical technological solutions, valuable for Punjab as well as correctional systems in other contexts seeking to improve efficiency and service delivery through information systems upgrades.

**Originality/Value:** The PMIS has tangibly improved efficiency, transparency, and operations for the Punjab prison system. This case study provides key insights for modernizing prison management information systems.

**Keywords:** *Prisons Management Information System (PMIS), Automating, improved efficiency, transparency, and operations*

## How Contractual and Relational Governance Drives Project Performance: With the Mediating Role of Cooperative Behavior

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### ABSTRACT

**Purpose:** Poor project performance has been observed in Pakistan, especially in the IT sector due to a lack of project governance. In Pakistan the nature of the industry is to go according to the appropriate way to produce productive outcomes so, they do not follow governance as it is a bit complex mechanism to enhance project performance. This study investigates how does contractual and relational governance drives project performance with mediating effects of cooperative behavior.

**Design/Methodology/Approach:** A quantitative study conducted in government IT firms and private software houses. The researcher aimed to gather data from 240 respondents. The researcher utilized convenience sampling to select participants at the individual level, focusing on a cross-sectional study design spanning three months.

**Findings/Results:** The research indicates that governance mechanisms combining contractual and relational aspects enhance project performance in the IT sector. Additionally, cooperative behavior among team members fosters trust and collaboration, facilitating successful project outcomes. When team members collaborate towards shared objectives, they effectively tackle challenges and uncertainties, resulting in enhanced project performance.

**Practical Implications:** Contractual-relational governance and cooperative behavior in the IT sector yield tangible advantages, promoting self-esteem, trust, confidence, and clarity within teams, thereby enhancing implementation success.

**Originality/Value:** This research emphasizes the importance of contractual-relational governance and cooperative behavior in promoting self-esteem, trust, confidence, and clarity within teams, thereby aiding successful project implementation. Additionally, it fills a crucial gap in the literature by showcasing how these mechanisms positively impact project outcomes. This focus on their practical benefits enhances comprehension and guides future project management practices in the IT sector.

**Keywords:** *Contractual governance, Relational governance, Cooperative Behavior, Project performance, Agency theory*

## Strategic Agility in the Digitalization Age: A Bibliometric Analysis

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**ABSTRACT**

**Purpose:** This bibliometric study aims to provide a comprehensive overview of academic research within the dynamic domains of agile project management, strategy, and digital transformation. By analyzing 438 research documents extracted from Scopus and Web of Science databases on 25th Dec 2023, the study seeks to identify influential contributors, emerging trends, and the thematic evolution of these fields.

**Design/Methodology/Approach:** Leveraging the Bibliometrix Package for R and Biblioshiny, our research employs advanced bibliometric techniques. The analysis focuses on key elements, including journals, papers, researchers, institutions, and countries. Bibliometric indicators such as productivity, citations, H-index values, and thematic analysis are utilized to assess and visually represent the academic landscape. Graphical analyses delve into co-authorship patterns, keyword co-occurrence, and the evolution of research topics, unveiling influential networks within digital transformation.

**Findings/Results:** The study reveals intricate details of the academic landscape in agile project management, strategy, and digital transformation. Graphical analyses uncover co-authorship patterns, keyword co-occurrence, and the evolution of research topics, providing a nuanced understanding of influential networks. Bibliometric indicators such as productivity, citations, and H-index values offer insights into the impact and significance of various contributions.

**Practical Implications:** Our research consolidates crucial insights into digital transformation and agile project management, serving as a foundational resource for scholars, practitioners, and policymakers. The findings offer practical implications for shaping the trajectory of these dynamic fields. By identifying key contributors, emerging trends, and thematic evolution, this study provides actionable insights for those engaged in research, industry, and policy formulation.

**Originality/Value:** This bibliometric study stands out in its comprehensive approach to analyzing the academic landscape of agile project management, strategy, and digital transformation. The use of advanced bibliometric techniques, including graphical analyses and thematic categorization, contributes to the originality and value of this research. The content analysis of thematic areas offers a unique perspective, highlighting avenues for future research endeavors and shaping the direction of scholarship in these evolving fields.

**Keywords:** *Bibliometric Analysis, Bibliometrix, R, Digital Transformation, Digitalization, Agile, Agility, Scopus, Web of Science*

# Investigating the Dark Side of Projectification: The Roles of Toxic Leadership, Work-Family Conflict, Job Stress, and Mindfulness in Public Sector Project Performance

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## ABSTRACT

**Purpose:** The primary goal of this study is to investigate the issues connected with projectification within public sector organizations, while also studying the negative consequences of toxic leadership on project performance. Additionally, the study seeks to suggest mindfulness as a moderator, providing potential means of reducing the negative effects of toxic leadership on problems including work-family conflict and project team member job stress.

**Design/Methodology/Approach:** The research will utilize a quantitative approach and draw upon Social Cognitive Theory to explain how toxic leadership influences project performance. Data will be collected through surveys from project manager-subordinate dyads in major Pakistani cities. Demographic information, toxic leadership, and mindfulness data will be gathered at the first time point (T1), and after four weeks (T2), data on work-family conflict and job stress will be collected. Project managers will also rate project performance. The two-time point data collection aims to reduce common method bias.

**Findings/Results:** The study expects to advance understanding by revealing how toxic leadership negatively impacts project performance through the mediators of work-family conflict and job stress. The research proposes mindfulness as a moderator to alleviate the negative effects of toxic leadership on employees' work-family disputes and job stress. The findings are anticipated to contribute valuable insights into the mechanisms and boundary conditions of projectification in the public sector organizational context.

**Practical Implications:** The practical implications of this research include providing insights for organizations, especially in the public sector, on the potential detrimental effects of toxic leadership in a project-based environment. Moreover, the study aims to offer practical recommendations for mitigating these negative impacts through the incorporation of mindfulness as a moderating factor. This information can guide organizational practices and leadership development programs to enhance project performance and employee well-being.

**Originality/Value:** The research is innovative in addressing the dark side of projectification, particularly in the public sector in Pakistan, where no similar studies have been conducted. By exploring the negative impacts of toxic leadership beyond the project setting and into employees' home lives, the study adds a unique perspective. Additionally, the introduction of mindfulness as a moderator adds novelty and practical value by proposing a potential solution to buffer the adverse effects of toxic leadership.

**Keywords:** Projectification, Toxic leadership, work family conflicts, job stress, project performance

## How Digital Knowledge-Sharing Capability Enhances Sustainable Competitive Advantages: A Moderated Mediated Model

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ABSTRACT

**Purpose:** The purpose of this research is to investigate and understand how the digital knowledge-sharing capability within organizations can enhance sustainable competitive advantages through a moderated-mediated model. Examine the role of digital knowledge-sharing capability within organizations. Investigate how organizations leverage digital platforms and tools for sharing and disseminating knowledge. Identify and define sustainable competitive advantages within the context of the digital era.

**Design/Methodology/Approach:** Utilizing the Resource-Based View and Knowledge-Based View frameworks and employing purposive sampling, data were collected from 214 IT software engineers in the information technology sector through a survey.

**Findings/Results:** The findings provide evidence in support of the proposed model and the result shows that digital knowledge-sharing capability is directly and indirectly related to sustainable competitive advantages through business model innovation. Further, the digital intensity is moderate between digital knowledge-sharing capability and business model innovativeness.

**Practical Implications:** Digital knowledge sharing can enhance an organization's overall performance by making it easier for employees, teams, and different parts of the company to exchange information. This can result in several benefits, including greater business innovation, productivity, and efficiency.

**Originality/Value:** The research illustrates business model innovation as a mediator in the model and enriches the understanding of the mechanisms through which digital knowledge sharing influences sustainable competitive advantages.

**Keywords:** Digital knowledge sharing capabilities, Digital intensity, Business model innovativeness, Sustainable competitive advantages, Innovation

# Examining the Impact of Gender Diversity on Project Team Dynamics and Female Members' Experiences: A Multi-Method Approach

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## ABSTRACT

**Purpose:** In the dynamic landscape of Pakistan's workplace, gender diversity is on the rise; however, persistent biases and inequalities persist. This study meticulously examines the repercussions of gender diversity on project and individual outcomes within the telecom sector of Lahore and Islamabad, with a particular emphasis on the unique experiences of female employees.

**Design/Methodology/Approach:** This research adopts a comprehensive multi-method quantitative design to delve into the nuanced dimensions of gender diversity within the telecommunications sector of Lahore and Islamabad. Two distinct studies employ surveys, statistical analysis, and post-positivist philosophy to scrutinize the impact on project teams and the experiences of female employees. Data triangulation enhances validity, while a post-positivist lens accommodates the complexities of social phenomena. The sampling strategy involves convenience and snowball methods, ensuring representation of managerial perspectives (Study 1) and female employee insights (Study 2) within the top five telecom companies.

**Findings/Results:** In the telecom sector of Lahore and Islamabad, gender diversity does not significantly affect team social cohesion or creativity climate, though project performance benefits from a conducive team creativity climate, with no direct impact from team social cohesion. Emotional intelligence does not moderate the link between gender diversity and team social cohesion. In Study 2, gender diversity alone does not directly influence affective commitment or involvement in creative project work for female employees. Psychological safety does not mediate the relationship between gender diversity and affective commitment or creative involvement. Work group inclusion moderates the impact of gender diversity on affective commitment, underscoring the importance of an inclusive work culture. Workplace gender inclusion, however, does not moderate the relationship between gender diversity and involvement in creative project work, suggesting the influence of other factors in fostering creative engagement.

**Practical Implications:** The practical implications for organizations in the telecom sector of Lahore and Islamabad, and similar industries in Pakistan with diverse teams, are twofold. Firstly, fostering an inclusive work environment by addressing cultural biases and promoting gender diversity is crucial for enhanced team and project performance. Encouraging idea-sharing, collaboration, and recognizing diverse perspectives contribute to a thriving environment. Secondly, Study 2 emphasizes the importance of psychological safety in boosting affective commitment among female employees in gender-diverse teams. Organizations can achieve this by promoting open communication, constructive feedback, and addressing social identity threats. Mitigating negative effects of gender diversity through work group inclusion and supporting diverse perspectives fosters positive attitudes and behaviors among female employees. In summary, organizations should be mindful of cultural factors and social identity dynamics,

fostering inclusivity and a creative climate to maximize the benefits of gender diversity on team dynamics, individual well-being, and project outcomes.

**Originality/Value:** This study significantly advances gender diversity understanding in Pakistan's workplace, focusing on the dynamic telecom sector in Lahore and Islamabad. Using a meticulous multi-method quantitative design, it addresses the research gap, adopting a post-positivist philosophy for nuanced insights. The study explores gender diversity's impact on project teams and female employees, challenging norms. Contrary to expectations, gender diversity minimally affects team social cohesion or creativity climate but strongly influences project performance through a conducive team creativity climate. Study 2 emphasizes psychological safety and work group inclusion for female employees. These insights provide valuable guidance for organizations navigating gender diversity in Pakistan's telecom industry, contributing to the broader discourse on workplace inclusivity and performance outcomes.

**Keywords:** *Gender Diversity, Emotional Intelligence, Team Social Cohesion, Team Creativity Climate, Project Performance, Work Group Inclusion, Psychological Safety, Affective Commitment towards Project Team, Involvement in Creative project Work, Social Role Theory, Congruence Theory and Social Identity Theory*

## Job Insecurity and Work Engagement: Role of Perceived Organizational Politics and Employee Grit

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### ABSTRACT

**Purpose:** Employing job demand resource model, the current study investigates the effect of job insecurity (JI) on employees' work engagement (WE) directly and indirectly via perceived organizational politics. Furthermore, it is positing that employee grit is a boundary condition that occurs in the second stage of the relationship between perceived organizational politics and employees' work engagement.

**Design/Methodology/Approach:** This study is quantitative in nature and data has been collected in from 201 employees working in the education sector in two waves.

**Finding/Results:** The findings provide evidence in support of the proposed model and demonstrate that perceived organizational politics serves as a mediator of the relationship between JI and WE. Furthermore, the results of the moderation show that grit had a significant moderating effect on the relationship between perceived organizational politics and employees' work engagement. This means that the employees' work engagement is high when employee grit is high.

**Research Implications:** Employees who worry about their job insecurity may feel politics in the workplace which may decrease work engagement. The study suggests that organizations should hold discussions and training programs to reduce job insecurity. Grit may help workers cope with job insecurity and alienation, enhancing work engagement. To reduce job insecurity, workforce grit is important.

**Originality/Value:** The current study highlights work alienation as a mediator, revealing how job insecurity can indirectly raise perceived organizational politics. This is vital to understanding how employees react to job insecurity psychologically. Secondly, by using employee grit as a moderator, the study sheds light on job insecurity responses by employees. It shows that grittier workers may be more robust to job insecurity and its outcomes.

**Keywords:** *Job insecurity, Employee grit, perceived organizational politics, Work Engagement*

# Adaptive Leadership leads to Organization Innovations through the Serial Mediation of Individuals' Readiness to Change and Affective Commitment to Change

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## ABSTRACT

**Purpose:** Leadership is crucial in ensuring a business achieves its goals and maintains its competitive edge. In contrast, any organization's workforce fears organizational change due to many factors (i.e., personal, organizational, and contextual). The theoretical lens of social schema theory explains that social perceptions and experiences humans have in their brains can be modified through attention, motivation, cognition, and culture. Therefore, the present study draws on the social schema theory in examining the serial explanatory pathways (individuals' readiness to change and affective commitment to change) between adaptive leadership and organizational innovations.

**Design/Methodology/Approach:** Data for the present study was collected from the manufacturing industry (pharmaceutical and automobile) of major cities of Pakistan. Permanent employees of these two industries participate voluntarily in the data collection survey to give their opinions about different perceptions examined in this study. A sample of 323 permanent employees was tested using the SPSS and Smart-PLS v.4 with PROCESS-macro with a 10000 bias-corrected bootstrapping sample method.

**Findings/Results:** The present study findings reveal that adaptive leadership positively relates to organizational innovations. Individuals' readiness to change exerted an indirect effect on affective commitment to change via adaptive leadership, whereas affective commitment to change exerted an indirect influence on organizational innovations via individuals' readiness to change. Moreover, the indirect effect of adaptive leadership on organizational innovations was serially mediated by an individual's readiness to change and affective commitment to change.

**Practical implications:** This research also highlights the fact that when employees sense the benefits from the change process, they demonstrate their affective commitment toward the change, resulting in more organizational innovations. Moreover, this study also explained that motivation and culture of learning and encouragement by the adaptive leaders modify the cognitive level and schemata of employees into higher readiness and affective commitment to change which leads to higher organizational innovations.

**Originality/Value:** The present study adds knowledge to leadership and change management literature. This study suggests that organizational innovations can be enhanced with the support of adaptive leadership, which indirectly enhances the readiness level and commitment of individuals for the acceptance of change policies which are necessary for success of implementation of change policies.

**Keywords:** *Adaptive Leadership, Individuals' Readiness to Change, Affective Commitment to Change, Organizational Innovations, Social Schema Theory*

# A Moderated Mediation Model of Adaptive Leadership between Learning Organizations and Organizational Innovation with the Perspective of Social Schema Theory

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## ABSTRACT

**Purpose:** The unprecedented novel pandemic (COVID-19) affects the organizations' working environment, forcing them to restructure, which becomes necessary for survival in the globalized post-pandemic situation. In line with this, the present study investigates the intervening mechanism of knowledge management practices between learning organizations and organizational innovation. The current study also considered adaptive leadership as a moderator to meticulously examine the impact of learning organizations on knowledge management practices and organizational innovation.

**Design/Methodology/Approach:** The conceptual framework of this study is based on the lens of social schema theory, through which proposed hypotheses were formalized. 306 employees from the manufacturing sector (automobile and pharmaceutical) voluntarily participated. The analysis technique of PROCESS-macro v3.4 was used to analyze data for direct, indirect, interaction, and moderation mediation effects.

**Findings/Results:** It was found that learning organizations had a significant positive direct effect on organizational innovation. Moreover, this direct effect has remained significant after the intervention of knowledge management practices, which shows that knowledge management practices partially mediated the relationship between learning organizations and organizational innovation. It was also found that adaptive leadership moderates the relationship between learning organizations and knowledge management practices. In addition, adaptive leadership was also found to be a positive moderator between the relationship of knowledge management practices and organizational innovation. To this end, analysis reveals that the indirect influence of learning organization on organization was also moderated by adaptive leadership via knowledge management practices.

**Practical Implications:** It is challenging for organizations to stabilize their positions in the highly competitive market in post-pandemic circumstances. This study demonstrates that by adopting the phenomenon of learning organizations, organizations survive in the market and produce innovative products by developing knowledge of their workforce by applying knowledge management practices. Additionally, to boost the morale of the workforce, the role of leadership is imperative, especially in the post-pandemic circumstance where organizations are working to restructure their organizational systems to meet the demands of their customers and in the

current era, adaptive leaders become the core source of motivation for the execution of new and novel ideas.

**Originality/Value:** This study extends knowledge to leadership and organizational behavior literature. Moreover, this study answers the calls for research of earlier studies by explaining the impact of learning organization for organizational innovations using the role of leadership and knowledge management practices. This study reveals that higher level support of adaptive leadership leads to higher knowledge management practices and organizational innovation.

**Keywords:** *Learning Organizations, Knowledge Management Practices, Adaptive Leadership, Organizational Innovation, Social Schema Theory*

## Work-Life Balance Support for Reducing Women Turnover Intention in the Service Sector Pakistan: A Time-Lagged Study in Perspective of Sustainable Development Goal of Decent Work and Economic Growth

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**ABSTRACT**

**Purpose:** The purpose of this work is to find out how work-life balance support (i.e., work flexibility, non-work support, and family supportive supervisor behavior) influences work engagement through reduce work frustration based on Conservation of Resources (COR) theory.

**Design/Methodology/Approach:** This study relied on quantitative survey form women working in service sector (Education, banking, and others) in Pakistan. 285 valid responses were obtained via purposive sampling and analyzed by PROCESS model 4 through SPSS 21.

**Findings/Results:** The results indicated that work-life balance support (i.e., work flexibility, non-work support, and family supportive supervisor behavior) influences work engagement through reducing work frustration.

**Originality/Value:** This research has focused on the importance of work-life balance support from specific perspective of women. Moreover, it has linked three important types of work-life support mechanisms to work engagement through the scantly examined role of work frustration based on COR perspective.

**Keywords:** *work-life balance support; work flexibility, non-work support; family supportive supervisor behavior; work engagement; work frustration; Conservation of Resources (COR) theory; working women*

# The Structured DevOps Practices in Green Innovation, Entrepreneurship and Renewable Development

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## ABSTRACT

**Purpose:** The environmental issues, data massification, and opportunities presented by new technologies like the Internet of Things (IoT) and Clouds are causing a time of transformation in energy systems as a whole. The various facets of environmental sustainability and green innovation have been thoroughly studied in previous studies. Academics have conducted extensive research on the importance of green innovation, elucidating its potential to decrease resource usage, alleviate waste production, and limit detrimental emissions. These studies have also shed light on the ways in which green innovation can improve market competitiveness and operational effectiveness.

**Design/Methodology/Approach: To** enhance the success rate of software development projects, it is imperative for teams to possess a comprehensive skill set and broad knowledge of the entire Software Development Life Cycle (SDLC). The adoption of the DevOps approach proves to be a viable solution, as it entails team members taking on responsibilities across the entire SDLC, from initial planning to operational phases. DevOps, being a contemporary technological trend, introduces novel challenges for organizations.

**Findings/Results:** To address our research questions, we employed an exploratory inductive embedded case study research methodology, incorporating interviews, observations, and documentation, drawing inspiration from the works of Eisenhardt (1989) and Yin (2013). From this hypothesis we found that the current ratio of DevOps related to green computing software applications is very low which makes its working very weak.

**Practical Implications:** To mitigate the harmful effects of surface acting, organizations should ensure that their employees who must perform surface acting have sufficient time off from their roles, such as regular breaks, free evenings and vacations to prevent emotional exhaustion. The authors further recommend hiring only those customer care candidates who have low tendencies to be anxious while interacting with customers.

**Originality/Value:** This research discusses the importance of economic growth as a primary goal of economic policy and how it relates to jobs and well-being, highlighting the crucial roles that innovation and entrepreneurship play in these processes. But growth-centric policies' negative effects on the environment have led to a move toward other goals, most notably sustainable development. The study looks at breakthroughs including green innovation as well as traditional and social entrepreneurship. It also examines how institutions affect these aspects and considers the possibility of reciprocal causation. The research employs a structural equation modeling (SEM) method with partial least squares (PLS) technique to uncover complex linkages between innovation, entrepreneurship, institutions, and sustainable development.

**Keywords:** *Green Computing, SDLC, Economic Growth, System Development*

## Comparative Studies of Innovation in Modern Higher Education System of Indonesia and Pakistan

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ABSTRACT

**Purpose:** In the ever-evolving landscape of global higher education, this study delves into a case comparison of innovative reforms in the modern higher education systems of Indonesia and Pakistan. The primary objectives are to establish a distinct comparison between higher education institutions in Indonesia and Pakistan, fostering a profound understanding of their contemporary educational frameworks.

**Design/Methodology/Approach:** Utilizing a qualitative research approach, the study interprets phenomena by involving various methods. Fifteen Pakistani and Indonesian scholars studying in Indonesia serve as informants, and data collection employs Google forms, interviews, and documentation. Qualitative descriptive analysis is the primary method for data analysis.

**Findings/Results:** The comprehensive results analyze the innovative landscapes within the higher education systems of both countries, addressing challenges presented by dynamic global shifts. Indonesia strategically emphasizes internationalization through flexible qualitative assurance programs, foreign faculty recruitment, and extensive traditional and social media publicity, exemplified by Gadjah Mada University and the University of Indonesia. Conversely, Pakistan, guided by the Higher Education Commission, aligns its institutions with international standards, evident in their presence in the QS World Ranking 2023

**Practical Implications:** The study underscores the necessity for higher education institutions in both countries to modernize and internationalize, prompting a comparative analysis of strategies, policies, and innovations. It concludes that collaborative efforts between institutions, industry, and government are crucial for sustained progress in both nations, contributing meaningfully to academic discourse and guiding policymakers. Additionally, the implementation of innovative policies should be followed by robust monitoring, follow-up, and evaluation systems by government bodies such as the Ministry of Education & Culture Indonesia and the Higher Education Commission Pakistan.

**Originality/Value**: A comprehensive exploration of innovative reforms in the higher education systems of Indonesia and Pakistan. Employing a qualitative research approach with informants from both nations, the research uncovers distinct strategies and policies. The findings emphasize the global challenges faced by these systems and advocate for collaborative efforts, underscoring the need for modernization and internationalization. The study's depth and insights contribute meaningfully to academic discourse and offer practical guidance for policymakers in fostering sustained progress.

**Keywords:** *Global Higher Education, Comparative Analysis, Qualitative Research, Internationalization Strategies, Collaborative Innovation*

# Pioneering the Digital Age: A Comprehensive Investigation of the Effects of Digital Quality Management Systems on Organizational Dynamics

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## ABSTRACT

**Purpose:** The proposed study will investigate the macro and micro-level effects of Quality 4.0 adoption, looking at how an organization will be affected in terms of effectiveness, accountability, transparency, and general quality standards, with a focus on how the implementation of these systems influences green innovations and shape the fabric of contemporary organizations systems.

**Design/Methodology/Approach:** A corresponding scale for quantitative empirical research is developed to verify the proposed hypotheses, and a questionnaire technique will be used to collect data from top managers of listed manufacturing industries of Pakistan stock exchange (about 355 in numbers).Random sample selection technique will adopt to collect data from target population. The proposed hypotheses will be tested, and the research model assessed using the partial least squares structural equation modeling (PLS-SEM) technique. It takes methodical and comprehensive approach to evaluating the inner structural model (the relationships between latent variables) and the outer measurement model (relationships between latent variables and their indicators). Seminr R package of R studio will analyze the obtained data from top management.

**Findings/Results:** Possible outcomes will highlight the ways in which the implementation of Quality 4.0 entails process optimization, product and service quality enhancement, and the promotion of socially and environmentally responsible practices. The examination will explore the relationship between enhancements in various facets of organizational performance and the implementation of Quality 4.0 practices and technologies.

**Practical Implications:** This research will provide an empirical relationship between quality 4.0 adoption and its mechanisms to lead sustainable performance of an organization. The role that green innovation plays as a mediator between an organization's sustainable performance and its adoption of Q4.0 will be revealed.

**Originality/Value:** Thus, in order to improve the effectiveness and long-term performance of the entire organization, this study will investigate the effects of implementing Quality 4.0, which entails integrating cutting-edge technologies and data-oriented methodologies. The framework for evaluating and enhancing sustainable practices through technology-driven quality management within an organization will be developed in part by this work.

**Keywords:** *Quality 4.0, Green Innovation, Industry, Sustainable performance*

# A Mediated Structural Equation Model of Employee Creativity: Exploring the Influence of Knowledge Hiding and Creative Process Engagement

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## ABSTRACT

**Purpose:** This study aims to test the relationship between knowledge hiding and employee creativity among the faculty members of Higher Education Institutions (HEI) of Lahore Pakistan. This study further investigates the mediating role of creative process engagement between the association of knowledge hiding and employee creativity.

**Design/Methodology/Approach:** Data was collected using a quantitative technique and a cross-sectional survey method for hypothesis testing. The data was gathered from 382 permanent staff in private sector universities of Lahore. Smart PLS 4 was used to analyze the data with PLS-SEM technique.

**Findings/Results:** The findings suggest that knowledge hiding is significantly related to employee creativity. Furthermore, creative process engagement mediates the relationship between knowledge hiding and employee creativity.

**Practical Implications:** The survey data was collected from permanent staff in private sector universities of Lahore. The future study can include the public sector as well for a more extensive comparative study. Innovative work behavior, emotional exhaustion and distrust can be used as mediator by future researchers. This research will be helpful for the university administration and decision makers for improving employee creativity in the context of creative process engagement.

**Originality/Value:** The cross-sectional data was collected during the year (2023-24), which may help in getting the latest insights on the topic. The study is also valuable as it contributes to the existing body of knowledge by testing conservation of resources (COR) theory taking creative process engagement as a mediator which was rarely found in the past studies. Creative process engagement has been identified as governing the relationship between knowledge hiding and employee creativity. Moreover, organizations should focus on creative process engagement because it can strengthen the relationship of knowledge hiding and employee creativity.

**Keywords:** *Knowledge Hiding, Creative Process Engagement, Employee Creativity, Higher Education Institutions*

# The Impact of Customer Incivility on Service Performance in Pakistan's Banking Sector

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## ABSTRACT

**Purpose:** The banking sector in Pakistan, a critical component of the country's economy, faces numerous challenges in maintaining high-quality service performance. Among these challenges, customer incivility – a phenomenon relatively underexplored in Pakistani banking – stands out due to its significant impact on employees and service outcomes. The Conservation of Resources (COR) Theory is employed to examine the influence of customer incivility on Pakistan's banking industry.

**Design/Methodology/Approach**: The study will be cross-sectional in nature, allowing for the analysis of data at a specific point in time to infer potential relationships and effects. Purposive sampling will be employed to gather data, targeting employees who directly experience customer interactions within the banking sector.

**Findings/Results:** The study's findings will indicate that fatigue plays a role in connecting customer incivility with their service performance. Additionally, it implies that the ability of staff members to bounce back from challenges can offset the negative impact that fatigue has on the service's performance.

**Practical Implications:** Managers should educate themselves on the ways in which rude customers impact service delivery in order to better prepare themselves for the potential effects that such acts may have on the health and happiness of their staff members as well as the results associated with their jobs. The evaluation of the moderating influence of employee resilience and the mediating function that fatigue plays in the study will yield recommendations for the creation of intervention strategies and employee support networks that are applicable in real-world settings.

**Originality/Value:** The study will showcase the impact of incivility and resilience on the dynamics of banking service using COR Theory. Bank managers must skillfully handle both customer incivility and employee resilience in line with the suggested strategy. This paper presents a framework for conducting empirical research to validate and further develop the theoretical model.

**Keywords:** *Customer incivility, Service Outcomes, Employee Creativity, Conservation of Resources (COR)*

# Responsible Leadership and Sustainable Performance: Unleashing the Missing Links

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## ABSTRACT

**Purpose:** Hospital waste management is a major issue and also a challenging aspect in today's world. As we all know, Leadership has its own significance in the prosperity of any society. Environmental pollutants are of many kinds such as pollutants on land, in the air, and in the water. Hospital waste, like other waste, is extremely harmful and is made up of two categories of materials: municipal solid waste, which includes items like wood, cardboard, papers, and plastic; and hazardous waste, which includes items like blood bags, drug waste, blood-containing materials, etc. In developing nations where unplanned development is predominating in societies, hospital waste is also quickly emerging as a major problem. Similar to other developing nations, Pakistan has a problem with hospital waste. Due to the lack of proper infrastructure, the urban population of Pakistan is suffering from waste very badly and continuously getting damaged.

**Design/Methodology/Approach:** Employing AMO theory, this study investigates the role of responsible leadership in achieving environmental performance with the mediating role of organizational citizenship behavior toward the environment while moderating the role of green human resource management. This study is a cross-section in nature and data has been collected from 325 employees working in the healthcare sector.

**Findings/Results:** The findings show that responsible leaders can achieve environmental performance directly and via organizational citizenship behavior toward the environment. Moreover, the presence of green human resource management further strengthens the relationship between responsible leadership and environmental performance.

**Practical Implications:** This study has theoretical and practical implications for the healthcare sector. There is a lot of difference in waste management in Pakistan and other developed nations. The results of this study deliver importance to both government and private organizations. Because these results can improve the understanding of the major issue in the waste management sector. This study provides the practical implementation of responsible leadership in an organization. Some firms must demand more of their employees in terms of completing extra-role or proactive duties, such as OCBE, due to the current condition of increased environmental stress.

**Originality/Value:** Our research suggests that the company should think about employing responsible leadership to inspire workers about green related activities. Present organization their sustainable values and primacies. In order to increase the standards of responsible leadership within the top management team and establish a corporate culture of responsibility within the healthcare sectors, hospitals must value the selection and training of responsible leaders through both internal and external recruitment. Through innovative environmental leadership, responsible leadership realizes economic transformation. Organizational citizenship behavior toward the

environment impacts the organizational working scenarios with very specific agendas such as to achieve environmental performance. Organizations that are making attempts to achieve more sustainable performance should try responsible leaders to make goals easier and more accessible.

# Impact of Environmental Knowledge and Awareness on Achieving Sustainable Performance: Mediating Role of Green Innovation and Employee's Green Behavior

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## ABSTRACT

**Purpose:** This study seeks to examine how environmental knowledge and awareness impacts on sustainable performance of an organization along with green innovation (production, process and managerial) and employee's green behavior. Furthermore, it has also been studied that how an organization's green culture influences the relationship of environmental knowledge & awareness and green innovation.

**Design/Methodology/Approach**: Quantitative method has been used in cross-sectional analysis and the gathered information has been further used to explore the theoretical context. Online survey (google form) has been used to collect the data. The target population is textile industry of Pakistan. The data was collected from 301 employees (Supervisors and above) working with different departments of the organizations who possess adequate knowledge to report on the study variables. For measuring the variables, different scales were adopted from previous research. "Five-point Likert-type scales" has been used to measure all of the construct items.

**Findings/Results**: The study clarifies the parameter evaluation for the structural model as well as significance levels of each relation, all the hypotheses proved as significantly positive. Results of this study also correspond with literature that environmental knowledge and awareness stimulates employees to participate in economic and social activities and support to enhance sustainable performance.

**Practical Implications:** Workers working on different positions in textile industry can benefit from the results of this study as these results expand knowledge and awareness of environment, green innovation, employee green behavior, organization's green culture and overall sustainable performance of the firm. It focuses on a few of the most important areas that increase the sustainable performance of any organization. Hence it can assist decision makers in decision making, adopting innovation strategies and implementing measures that can reduce the negative impacts of actions, processes and productions on the environment.

**Originality/Value:** This study examines the multidimensional relationships between different factors influencing sustainable performance. The results of analysis of this study support the beliefs and research of previous researchers. Furthermore, this study also covers the areas which were research gap yet as it addresses the call for research and research gap identified by previous researchers.

**Keywords:** *Environmental knowledge and awareness, green innovation, Employee green behavior, Organization's green culture, Sustainable performance*

# How E-HRM Strengthens the Job Performance in It Sector: Roles of Digital Knowledge Sharing and Job Meaningfulness

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## ABSTRACT

**Purpose:** Electronic Human Resource Management (E-HRM), is among the most modern subjects of human assistance control technology that with the purpose of measures enhancing a good way to track quicker the human asset's role, lowering charges and releasing the strategic role has been formed for freeing scientists from administrative limitations. IT sector of Pakistan plays a significant role contributing to the national economy and employment opportunities.

**Design/Methodology/Approach**: By focusing on software houses, we can examine the challenges and opportunities specific to the Pakistani IT industry, including local market dynamics, government policies, talent pool, and client relationships. Data has been collected from 206 employees working in the IT sector and a purposive sampling technique has been used to collect the data.

**Findings/Results:** The result shows that e-HRM strengths are significantly and positively correlated to job performance. Further, digital knowledge sharing and mediate between e-HRM strengths and job performance. The results also show that job meaningfulness moderates between e-HRM strengths and job performance, but low job meaningfulness leads to high job performance.

**Practical Implications:** The study has several implications. E-HRM enhances efficiency, accuracy, decision-making, employee engagement, accessibility, and cost-effectiveness by streamlining HR processes, reducing errors, and providing real-time data. It improves employee engagement through self-service options like online training. Digital knowledge sharing boosts organizational performance, supporting employee development and career growth with timely information. This enhances an organization's employer brand, attracting talented individuals seeking meaningful work.

**Originality/Value:** Employing Social Cognitive Theory, this study shed light on the link between e-HRM strengths and job performance directly and indirectly via digital knowledge sharing. Further, this research also examines the external effects of job meaningfulness between e-HRM strengths and job performance.

**Keywords:** E-HRM strengths, job performance, digital knowledge sharing, job meaningfulness, social cognitive theory

## Patient Incivility and Counter Productive Work Behavior: Mediating Role of Fatigue

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## ABSTRACT

**Purpose:** In stressful and hectic conditions, nurses may experience a significantly higher level of Incivility, more than other hospital staff members when caring for patients and their families with complex healthcare demands. The study investigates the effect of patient incivility on counterproductive work behavior as well as assessing the mediating role of fatigue (Physical, Emotional, Cognitive) between patient incivilities and counterproductive work behavior.

**Design/Methodology/Approach:** Utilizing a correlational design, data were collected from a purposive sample of 200 nurses, with a focus on demographic factors such as age, experience, qualification, and job position.

**Findings/Results:** Results indicate a significant positive correlation between patient incivility and both physical and emotional fatigue, as well as counterproductive work behavior. Linear regression analyses further highlight the predictive power of patient incivility on counterproductive work behavior, establishing a direct relationship. Mediation analyses revealed that physical, emotional, and cognitive fatigue fully mediate the relationship between patient incivility and counterproductive work behavior.

**Practical Implications:** This research sheds light on the detrimental effects of patient incivility on nurses' overall well-being and work behavior, emphasizing the crucial role of fatigue as a mediator. The findings contribute to the existing literature on nurse-patient interactions, providing insights for hospital administrators and policymakers to develop interventions aimed at promoting a healthier work environment for nurses.

**Originality/Value:** This study identifies mediators and moderators in the relationship between workplace incivility and counterproductive Behavior. This research answers the earlier calls for research on supervisor support and organization support in the relationship between patient incivility and Counterproductive work behavior.

**Keywords:** *Patient Incivility, Fatigue, Organizational support, Supervisor Support, Counterproductive Work Behavior, Nurses*

# Impact of Authentic Leadership on Project Performance: Roles of Psychological Empowerment, Project Citizenship Behavior and Individual Innovative Behavior

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## ABSTRACT

**Purpose:** This study aimed to highlight the impact of authentic leadership on project performance by investigating how a leader can improve employees' individual innovative behavior and extend citizen behavior through psychological empowerment. Non-governmental organizations in Pakistan face numerous issues regarding project performance, with many staff members unable to make decisions on their own for the betterment of the organization and its projects. These staff members require the freedom to work independently and bring about productive change in the organization's output. Additionally, organizations are often unfamiliar with project orientation as well.

**Design/Methodology/Approach:** To achieve our research goals, we used quantitative survey methods with employees of national and international non-governmental organizations (NGOs) in Pakistan as the study population. Based on 250 responses which were gathered from the NGOs sector.

**Findings/Results:** It was founded in our study that to induce successful progress from representatives, there must be a more friendly and cooperative working environment and a high level of trust between leaders and their employees. And the study also found that psychological empowerment and individual innovative behavior serially mediate the relationship between authentic leadership and project performance. And the mediation between authentic leadership and project performance is also calculated through psychological empowerment and project citizenship behavior but it does not support the serial mediation.

**Practical Implications:** We highlighted the important theoretical implications of authentic leadership literature and establish that the authentic leadership construct significantly impacts project performance through psychological empowerment and individual innovative behavior, which is a new relation in the literature, and full mediation exists here as well. Our study highlighted that enhancing project performance in NGOs requires more than just authentic leadership. Employees need more organizational support, empowerment, and resources. It is also crucial to ensure that they are not overburdened, as this can hinder their ability to collaborate and exchange help with each other.

**Originality/Value:** This study underscores the transformative impact of authentic leadership on project performance, revealing how it fosters individual innovation and empowers employees, essential for NGO success in Pakistan's challenging landscape.

**Keywords:** *Authentic Leadership; Psychological Empowerment; Project Citizen Behavior; Individual Innovative Behavior; Project Performance*

# How Servant leadership effect on Affective Commitment and Organization Citizenship Behavior: Roles of Employability and Job-insecurity

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## ABSTRACT

**Purpose:** The current study examined the underlying mechanism through which servant leadership is related to employees' affective commitment and organization citizenship behavior. Further, the moderating role of job insecurity was examined between employability (internal and external) and a) affective commitment b) organization citizenship behavior.

**Design/Methodology/Approach:** The nature of this study was cross sectional and research questionnaires were used quantitative survey conducted through distribution of questionnaire by systematic sampling technique in Pakistan from different private service sector (universities, colleges, banking sector and private companies) because service sector organizations tries to satisfy their customers and even expecting from their employees to keep happy their customers. A convenience sampling technique was used and almost 250 questionnaires were distributed to private institutes, but we received data of 220 respondents after the dispose of uncompleted forms we finalized the data of 200 people.

**Findings/Results:** On the basis of results, researcher concluded that servant leadership enhances the employability (internal and external) of the employees and that leads towards affective commitment of employees for the organization. On the other side internal factor of employability does not enhance the employees' organizational citizenship behavior but external employability does increase it. Moreover, servant leadership has a positive effect on the employees' affective commitment. Researchers used job insecurity as a moderator and our results illustrate that there is no moderation among the employability (internal and external) with a) affective commitment and b) organizational citizenship behavior.

**Practical Implications:** Servant leadership is an entirely different style from other leadership styles. It gives confidence to their followers who does not observe their own interest just try to find out the need of their followers and try to fulfill their demands and focus on their area of interest. In this way, follower response positively not only toward their leader but also shows interest in the particular organization. When employees support each other, they will be admired by other people as well. This study brings new approach to the serving and supporting process of leadership style in organizations that will work as guidance for leaders and managers in attempting to achieve valuable effects and to make their employees commit with their organization and provide outcomes more effectively.

**Originality/Value:** There is only one research paper in which researcher tries to find the relationship of employability and servant leadership. Additionally, in that study researcher work only with proactive individual behavior and internal perceived employability. Thus, objective of

My current study is to cover up this gap by considering both perceptions of employability (internal and external) as a mediator with independent variable (SL), moderator (JI) and dependent variables (AC and OCB) as well.

**Keywords:** *Servant Leadership, Employability (Internal & External), Job Insecurity, Affective Commitment and Organizational Citizenship Behavior*

## Aggressive Driving Behavior and Workplace Deviance, The Role of Self-Control Depletion and Peer Positive Humor

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**Abstract**

**Purpose:** This study aims to empirically investigate the relationship between aggressive driving behavior and workplace deviation while considering the mediating stance of self-control depletion and the moderating role of peer-positive humor. The Driving behavior of individuals contains a broad range of behavioral categories, whereas deviant behaviors are quite prevalent among employees.

**Design/Methodology/Approach:** Due to time and resource constraints, the time-lagged data of 355 respondents was collected from the manufacturing and service industry employees using a convenience sampling technique.

**Findings/Results:** The data shows that employees' aggressive driving behavior supports adverse outcomes, the more deviant behavior in workplace settings. Results further depict that the indirect relationship between Aggressive driving behavior and organizational workplace deviance through self-control depletion is moderated by peer-positive humor, such that the indirect relationship is weaker among employees with a higher level of peer-positive humor.

**Practical Implications:** This study identifies a key mechanism for organizations through which workplace deviance can weaken negative behaviors; this mechanism is more powerful for workforces with a high level of peer-positive humor. Numerous theoretical and practical suggestions are also described.

**Keywords:** *Aggressive driving behavior, workplace Deviance, Self-Control Depletion, Peer Positive Humor*

## How Responsible Leadership Drives Organizational Citizenship Behavior for the Environment: A Mediation Moderation

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## ABSTRACT

**Purpose:** This research expects to investigate the central issue faced by the transport industry. The environmental issues are arising in developing countries along with developed countries due to demand for equality and quality of life etc. for which green values have become a matter of concern. This study employed social learning theory to link responsible leadership to organizational citizenship behavior for environment (OCBE) through mediating role of employee green intellectual capital.

**Design/Methodology/Approach:** Furthermore, the responsible leadership-employee green intellectual capital relationship is moderated by green discipline management. Data were collected from 259 employees working in the transport company and cross-sectional research design was incorporated. Data were analyzed using SPSS 25, Hayes PROCESS macro and Amos 24.

**Findings/Results:** Results supported the proposed model and showed that responsible leadership and OCBE are positively related and mediated by employees' green intellectual capital. Further, we found that green discipline management weakens the responsible leadership-green intellectual capital.

**Practical Implications:**  This study has proposed the ways through which organizations will get their employees equipped with environmental concerns. Managers should collaborate with other departmental managers and senior managers to "walk their talk" on the company's green policy (Luu, 2018).  Employee knowledge should be preserved and advanced by policymakers since workers are the proprietors of green human capital. In order to fully understand and address the environmental concerns of important stakeholders, managers must also share information with them (Schuler & Jackson, 2014). Given the present state of the environment, which is under rising stress, certain firms must demand more of their staff in terms of doing extra-role or proactive duties, like OCBE (Zhao & Zhou, 2019). HR managers in the firm should organize trainings and seminars to provide awareness as well as engage then in Green Human Resource Management (Al Mamun, 2019).

**Originality/Value:** This study suggests that responsible leaders possess the ability to create a positive culture in the transport sector, by enhancing OCBE which is important for employees' satisfaction as well as well-being. The present research provokes to academic as well as real-world implications particularly in segment of HR of transport sector of economy.

**Keywords:** *Responsible leadership, Employee green intellectual capital, green discipline management and Organizational Citizenship Behavior for the environment, Transport industry*

## It's not the Aptitude but the way you are Viewed: Impact of Impression Management on Popularity in the light of Social Influence Theory

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**ABSTRACT**

**Purpose:** This study investigates the fascinating dynamic between impression management, social influence, and performance evaluation, introducing popularity as a key player in the equation. The research aims to shed light on how individuals leverage impression management strategies to harvest positive social influence and ultimately influence how their performance is perceived. The research uniquely positions popularity as a mediating factor between impression management and social influence, a gap identified in existing research. By investigating impression management as a driver of popularity, the research moves beyond traditional perspectives that solely view it as a consequence. The research further incorporates social dominance orientation as a moderator, exploring its potential to amplify the impact of impression management on popularity. The research framework aligns with social influence theory, offering a valuable contribution to understanding employee behavior and its outcomes.

**Design/Methodology/Approach:** In this study, 382 responses were received through time lagged study, and data were collected from Islamabad, Pakistan. To test descriptive analysis, Cronbach alpha, and correlation, SPSS and AMOS were used. Mediation was tested through SEM and moderation analysis was tested by Hayes PROCESS macro.

**Findings/Results:** This study, grounded in Social Influence Theory, offers compelling evidence that impressions matter in the workplace. The research found that employees who engage in strategic impression management are more likely to achieve popularity among colleagues, which subsequently translates into positive work-related outcomes. Specifically, the research finding reveals that Impression management directly leads to increased popularity. Whether it's building rapport, showcasing competence, or demonstrating helpfulness, crafting a positive image paves the way for social acceptance. Individuals with high SDO find it easier to leverage impression management for popularity. Their assertive and influential nature makes them adept at navigating social dynamics and gaining recognition. Both impression management and popularity significantly contribute to gaining social influence and receiving positive performance evaluations. These findings highlight the importance of understanding the nuanced interplay between self-presentation, social dynamics, and career success. By strategically managing their image and fostering positive social connections, employees can unlock valuable opportunities for advancement and influence within their organizations.

**Practical Implications:** The management can equip employees with the skills to navigate social dynamics, communicate effectively, and manage their personal brand effectively. By understanding the power of impression management and popularity, HR professionals can implement strategies to create a more positive and productive work environment where.

employees thrive and contribute their best. Through unveiling these intricate connections, this study aims to provide valuable insights for individuals, organizations, and researchers alike.

**Originality/Value:** The research is novel by introducing popularity as a mediator between impression management and social influence, and by examining the moderating effect of social dominance on this link. This offers a fresh perspective on how self-presentation impacts career outcomes.

**Keywords:** *Impression management; Popularity; Social influence; Performance evaluation; Social influence theory*

# Exploring the Nexus of Workplace Bullying, Organizational Citizenship Behavior (OCBI), and Intention to Quit: Unraveling the Mediating effect of Perceived Organizational Politics

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## ABSTRACT

**Purpose:** Bullying is becoming a major concern in the workplace. Coworkers, subordinates, and customers may also be accused of such behaviors and among the various roles, Supervisors are the most common violators. More specifically, victims report increased burnout, emotional exhaustion, stress, and lower well-being. By employing the lenses of Social Exchange theory, in this study we investigate effect of workplace bullying on intention to quit and Organizational Citizenship Behavior toward Individuals (OCBI) directly and indirectly via perceived organization politics (POP).

**Design/Methodology/Approach:** Data for the present study was collected from the private sector of major cities in Pakistan. A sample of 202 employees was tested using the SPSS and Hayes process.

**Findings/Results:** The present study findings reveal that workplace bullying positively relates to turnover intention and negatively relates to OCBI. Dissatisfaction with the way their company makes choices is a significant pathway through which being exposed to bullying behaviors prompts workers to begin planning to leave their organization. Moreover, perceived organization politics partially mediated workplace bullying and work-related outcomes.

**Practical implications:** This research highlights the fact that when employees sense bullying at their workplace they want to quit the organization and also this behavior impacts the OCBI. Organizations should implement strategies to address workplace bullying and reduce perceived organizational politics to mitigate turnover intentions. This might include fostering a culture of respect, providing conflict resolution mechanisms, promoting open communication and feedback to identify areas for improvement to tailor interventions accordingly. Implementing these practical strategies can contribute to a more positive work environment, reduce turnover intentions, and encourage organizational citizenship behaviors. Organizations that prioritize the well-being of their employees and actively work to minimize workplace bullying and perceived politics are likely to experience improved employee morale, engagement, and overall organizational success.

**Originality/Value:** The current research contributes valuable insights to human resource policies and practices. This study suggests that organizational policies and procedures may reduce the turnover ratio. Additionally, such measures can positively impact individuals' organizational citizenship behaviors. Moreover, communication and transparency within the organization minimize perceptions of politics.

**Keywords:** *workplace bullying, Turnover Intention, Organizational Citizenship Behavior toward Individuals, and perceived organization politics*

# ACADEMIC PARTICIPATION

## National Universities



## International Universities