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**Department of Management Sciences
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University of Wah Journal of Management Sciences

The 'UW Journal of Management Sciences' (UWJMS) is a bi-annual publication of the University of Wah, Wah Cantt, Pakistan. UWJMS is an international journal dedicated to advancing the understanding of the intricacies of management in private and public sector through empirical investigations and theoretical analyses. UWJMS is a double-blind peer-reviewed journal that publishes quality articles in the field of management sciences.

Aim and Scope

The Journal aims to provide a focus for worldwide expertise in the required techniques, practices and areas of research; present a forum for readers to share common experiences across the full spectrum of industries and sectors in which management research is conducted; cover all areas of industry and management; and link theory with practice by publishing case studies and covering the latest important issues in special series. The journal aims at wide circulation and visibility of its research to professionals and practitioners both within Pakistan and internationally.

The editorial board welcomes quality research articles from all areas of management sciences. The board also encourages quality research from the newly developing business and management fields. Therefore, 'UWJMS' welcomes papers in the areas of:

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The Editor's Note

I am pleased to introduce 'University of Wah Journal of Management Sciences', the emerging journal in the field of management sciences. UWJMS will provide a platform for the original research in the field of management, marketing, finance, human resource management and economics. The objective of UWJMS is to publish up-to-date, high-quality and original research papers alongside relevant and insightful reviews. As such, the journal aspires to be vibrant, engaging and accessible, and at the same time integrative and challenging. Each issue of the journal will incorporate mix of qualitative and quantitative research papers covering emerging aspects of management sciences.

Our editorial policy is governed by independent quality control, blind peer-review, strict adherence to HEC policy requirements, zero tolerance to plagiarism and adherence to academic ethics in publishing. These guiding principles are guaranteed by our Editorial/Advisory Board that contains world class national and international scholars of high repute who have great contribution in the field of management sciences. This issue contains the research related to the areas of marketing, management, finance, and organizational change. We are grateful to our contributors of this issue. Our team led by imminent scholars and administrators aspire to lead this journal to reach the height of perfection, and authenticity in the field of management sciences. We are pleased to share that we aspire to make this journal a world-class publishing platform by producing original research and getting membership in renowned abstracting agencies. Our goal is to make it recognized journal by all regulating agencies including HEC very soon. It is only possible when the contributors of this journal share their valuable wisdom in the shape of up-to-date knowledge in the form of research papers whether qualitative or quantitative to this journal.

In conclusion, I would like to thank our Vice Chancellor (University of Wah) and all members of our Editorial Board/Advisory Board and Contributors for joining us in this new fascinating and promising academic project.

Dr. Faiza Saleem

Editor-in-Chief

University of Wah Journal of Management Sciences (UWJMS)

UNIVERSITY OF WAH JOURNAL OF MANAGEMENT SCIENCES

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An Overview of Corporate Social Responsibility in the Hospitality and Tourism Sector of Pakistan

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ABSTRACT

Purpose: The purpose of the paper is to deal with Corporate Social Responsibility with reference to the hospitality and tourism sector of Pakistan. Due to the excessive involvement of the corporate social responsibility in each business, there is a need to identify the Corporate social responsibility in the tourism sector from a business point of view.

Design/Methodology: The study is based on the qualitative design in which the critical review of the literature methodology is being used.

Findings: The study explored the key areas of Corporate Social Responsibility in the tourism sector of Pakistan. Key findings suggest that the factors that contribute more in the tourism are the rich culture of Pakistan, art and film industries, and extensive landscape of Pakistan. Further factors are needed to be explored because this area is vast and required more research. Moreover, China-Pak Economic Corridor (CPEC) is a great step that can improve the tourism culture in Pakistan by making linkages with the neighboring countries.

Implications: The gaps identified in the study suggest that the security system as well as the law and order situation and policy implication for the international tourist in Pakistan needs to be improved. Moreover, there is also a need to improve the tourist resorts and residence to provide them an attractive environment. It is also suggested to conduct international festivals in the country that may promote tourism and hospitality. Further, there is a need to explore the interest of the tourist and to build close linkages with the rest of countries around the world.

Keywords: Corporate social responsibility, Hospitality, Tourism, Culture.

1 Introduction

Pakistan is a country blessed with beautiful landscapes, highly fertile agricultural lands and an extremely zealous population. The extensive variety of tourist spots makes Pakistan a country which can gain great business through tourism. However, there is still a lot more for Pakistan to work on before moving towards international tourism. One of the main factors that need to be

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entailed in studying tourism in Pakistan is the phenomenon of Corporate Social Responsibility (CSR). The increasing chances of enhancing the business and economy of a country through tourism require careful consideration of the corporate social responsibilities. These responsibilities revolve around the maintenance of the environment and social factors (Schwartz, 2017). Analyzing the effects of a business on society and the environment are crucial for any kind of business. CSR has become an important aspect of business across the world. The phenomenon of volunteerism has also become integrated with CSR. Understanding these concepts can help in better business development.

As far as tourism is considered, the environmental and social impacts become all the more important to ensure that none of the natural resources are harmed in the wake on increasing the flow of tourists (Font et al., 2016). Moreover, it is also important to ensure that the lives of the locals are not disturbed due to an increase in the influx of tourists. Carefully maintaining these two factors can help in creating an environment of peace and stability in the country. To enhance tourism in Pakistan, it is important to ensure that these factors are kept in mind and that business development occurs with a strong focus on the maintenance of corporate social responsibilities. It is also important to ensure that the culture of Pakistan is promoted and that the fear of terrorism is removed completely in order to enhance the flow of tourists in the country.

1.1 Research Objective

The objective of this research project is to identify the role of CSR in the tourism sector of Pakistan. The motivation of the study comes from an analysis of the economic gains that are associated with tourism across the world. The regular influx of foreigners leads towards increasing the business of a country. Therefore, it is important to explore the possibilities that exist for Pakistan and identify the ways in which those opportunities can be utilized to the maximum for gaining an economic edge in the market. The most highlighted objectives of this study include;

- Analyzing the current status of tourism in Pakistan.
- Exploring the possibility of an increase in international tourism as a result of the CPEC (China-Pakistan Economic Corridor) development.
- Identifying the existence and use of the concepts of CSR in Pakistan
- Exploring the ways in which CSR can be incorporated into the tourism sector of Pakistan.
- Analyzing the extents of volunteerism among the people of Pakistan.
- Looking into the international image of Pakistan in association with the threats of terrorism in various parts of the country.

The above-explained objectives may although seem widespread but are all associated deeply with one another. Since tourism is a widespread industry, it is important to identify all the possible aspects that are associated with it and identify the interrelation and effect of each of those aspects of tourism.

1.2 Novelty of the Study

The proposed research study is highly novel as there is no previous data on the analysis of CSR in the tourism sector. Although there are quite a number of studies from Pakistan which are related to the exploration of the ways in which tourism can be enhanced and identifying the economic effects of tourism, none of these studies have focused on the need of CSR in the tourism industry. Sharif et al. (2017) explored the negative impacts of tourism on the environment of the country. It was reported that an increase in tourism and the rise in the activities of the businesses related to tourism have led to an increase in the emission of considerable amounts of Carbon dioxide in the environment. This was found to be associated with a deterioration of the environment. Therefore, it has been suggested that the government should take initiative and develop policies for addressing the issues pertaining to the maintenance of the environment. However, although this study touched a topic very close to the concepts of CSR, the scope of the report did not include a consideration for developing a business framework that included CSR as an essential component, rather it focused on the duties of the government towards the environmental preservation.

Previously, a study from New Zealand had proposed the incorporation of CSR in the tourism industry. This study has also explained the existence and need for CSR in the tourism sector. Furthermore, this study proposed the development of a framework for ensuring that the tourism sector became public centered and ensured that the needs of the tourists were met, without harming the interests of the locals residing in the areas which are the most desired destinations among the tourists (Hughes & Scheyvens, 2016). The development of positive relations with the people dwelling in the different localities and ensuring that the business could last for a long term was among the major considerations in the development of a workable framework. The idea of developing a framework of CSR in the tourism sector is unique and has so far not been researched or considered in Pakistan. Currently, the studies on tourism in Pakistan have revolved around the possibilities of enhancing the economic growth, analyzing the barriers in tourism (particularly terrorism and natural disasters) and identifying ways in which tourism can be promoted in Pakistan. Thus, there is a lot of scope in trying to identify the ways in which CSR could be included in the tourism industry. The rise in the popularity of CPEC, the broadening of the economic corridor of Pakistan and the increase in the interest of the foreigners provide a boost to the need of identifying the business perspective of the tourism sector (Mustafa & Zafar, 2017; Makhdoom et al., 2018). Regarding this, identifying the levels of volunteerism among the Pakistani population and the sense of CSR among the people involved in the tourism industry are new topics and can help in identifying information that could aid the tourism industry using new knowledge.

1.3 Purpose of the Study

The purpose of this study is to explore the tourism sector of Pakistan from a business perspective. The increasing emphasis of the United Nations of moving towards sustainable development (United Nations, 2015) has led towards a worldwide increase in the involvement of CSR in the business sector. The consideration of the social and environmental aspects helps in ensuring that the business initiatives do not harm the population or their living environment in any way (Sen & Bhattacharya, 2001). Moreover, analyzing the current trends in tourism along with the future prospects of a possible enhancement in the flow of tourists needs to be analyzed. The increasing interests of the foreigners in Pakistan the development of an economic corridor with China (Irshad, 2015), are among the major reasons that provoke interest in trying to identify the ways in which tourism could possibly be enhanced.

1.4 The Scope of the Study

The study on the proposed topic of CSR in the Hospitality and Tourism Sector of Pakistan has a huge scope. This scope entails the attributes of the business and a possible future direction of enhancing the economy of Pakistan. The results of this study are not only important for the tourism industry of Pakistan but will also help in identifying the ways in which the overall business sector of Pakistan could benefit from the revenue generated through tourism. The inclusion of a novel perspective in the research study such as the CSR holds the possibility of ensuring that the future research in the area of tourism can benefit from the results generated through this study. Moreover, this study can possibly help in identifying the areas which still remain unexplored from the perspective of tourism in Pakistan.

2 Literature Review

There are a plethora of studies which have been carried out to explore the areas of tourism, business and the combination of both these study areas. CSR is a relatively new topic when it comes to business development. There has been an increasing focus on the involvement of CSR in business. This is due to the focus of the UN towards the achievement of sustainable development goals. These goals entail the sustenance of the environment and the maintenance of the business activities such that they are in line with the goals of achieving good human health and an environment that helps in the achievement of that goal. The following sections provide an overview of the existing research studies regarding the concepts of CSR and tourism. There will also be an inclusion of the aspects of volunteerism, analysis of the strategic position of Pakistan, the existing opportunities and the possible outcomes of CPEC.

2.1 Corporate Social Responsibility (CSR)

CSR is a relatively new concept which became integrated with the business sector quite rapidly. The concept of CSR in the business includes the idea that business should consider the safety of human beings and the environment. Ensuring that the environment is not harmed due to business activities. Also, human lives should ideally be enhanced and made easier through business, not harmed. The public is considered as one of the major stakeholders of any business. Therefore, meeting the needs of the players and ensuring that they are not harmed in any way is extremely crucial for maintaining a successful business. It is now becoming increasingly recognized that CSR involves the public as an active part of the business (Carroll & Shabana, 2010). Therefore, it is possible that many of the business organizations move towards the inclusion of public representatives for making the important decisions of the company.

Hatipoglu et al. (2019) conducted a study to analyze the CSR in the tourism industry of turkey. The study was based on the qualitative method that covers the interviews, observations and company documents. The results of the study analyze that CSR is a tool for sustainable development in the tourism industry. Corporate activities have an impact on each sector of the economy such as the tourism and hospitality sector (Hatipoglu, Ertuna, & Salman, 2019). CSR plays important role in the development of the economy and improves the rural life of the people (McLennan & Banks, 2019). CSR factors improve the firm performance, however in the hotel industry, CSR improves the employee's strength, customer experience and reputation of the company (González-Rodríguez, Martín-Samper, Köseoglu, & Okumus, 2019).

Ghaderi et al. (2019) reviewed the four and five-star hotels performance in Tehran through a quantitative study. The results of the study contribute that CSR directly impacts the performance of the hotel industry (Ghaderi, Mirzapour, Henderson, & Richardson, 2019). Paskova and Zelenka (2019) check the level of crucial in the social responsibility of tourism sector of Pakistan. The study found that CSR plays very important role in tourism and contributes to the sustainability of the sector (Paskova & Zelenka, 2019).

CSR has also been implicated in terms of support. This support includes the aid and understanding provided to the employees and their job security. A broader perspective of CSR comprises of the inclusion of diversity in the business. This diversity includes the perspectives of race, social background, religion, color and creed (Wells et al., 2016). Broadening the horizons of business is aimed at increasing the chances of gaining better business and identifying the potential ways in which a sustainable business could be developed. Innovation is also an important aspect of business growth which can be aligned with CSR (Sen & Bhattacharya, 2001). Therefore, it is important to note that CSR has wide applications and is one of the essential attributes of the modern business world.

Detailed analysis of the concepts of CSR and its history provide evidence that initially this concept was overlapped with business ethics and believed to be just another term for morals and

ethics (Matten & Moon, 2004). However, with the passage of time, there were various developments and refinements in the idea as better understanding developed among the people. The development of understanding about CSR led to an increasing requirement for the people involved in the business to enhance their skills and align themselves with the modern business world. Learning about the responsibilities towards the public and the environment becomes more important and the business environment changed rapidly. Business institutes and universities increasingly began exploring the possible course curriculums for including the concepts of CSR and ensuring that the students were abreast of the dynamics of modern business (Cowton & Cummins, 2003). However, it has been reported that even after many years of the development of the concepts of CSR, there existed various gaps in the research in this area. The gaps existed due to the lack of a proper framework or guidelines which could confer the true meaning of CSR and its purpose (Lee, 2008). It is therefore important to ensure that CSR is explored and studied in accordance with the field being explored. Aligning the business goals and social responsibilities with the type of business being conducted is extremely crucial in ensuring that the most appropriate results are achieved.

The role of CSR in terms of tourism is immense. Since it has been established that the tourism industry contributes a significant amount in the economy of a country, the need to ensure that the tourists are made to feel at home has also increased. The chance of increasing the employment opportunities make it worthy for establishments to work towards the increase of tourism in their country. There is a need to ensure that the infrastructure of a country develops in accordance with the interest of the tourists. The money gained from the tourism industry should contribute towards the development of airports, bus and train stations, and other such facilities so as to attract and facilitate the tourists. However, there are also certain issues in the tourism industry. It is quite likely that the employees in this sector may not have regular or fixed wages as tourism mainly picks up during the holiday season and the earning is thus seasonal. Moreover, the wages of the employees are generally low and the working conditions are not up to the mark. Hence, there needs to be a delicate balance in the work and gains for ensuring that the industry keeps flourishing and the employees benefit from it.

Furthermore, the increase in tourism has been linked with the need to enhance sustainability. The aspect of sustainability became recognized with the concerns raised by the United Nations. It was observed that the influx of tourists can have negative effects on the environment. Thus, it became important to track the activities of the tourists and maintain the sites such that they remain feasible and accessible. The government needs to be involved in tourism for regulating this sector. Also, it is the duty of all those involved in this industry to ensure good governance. As it happens, tourism is not only about attracting the tourists for economic gains, rather it is also aimed at providing tourists with a good experience and a show of honest hospitality.

Efficient use of energy as well as technology has become integrated with tourism. The concepts of CSR have been widened to include all dimensions of sustainability and environmental protection. It is no more just a business that needs to be flourished, rather a resource that needs to

be protected in order to keep running for years to come. Tourism can only flourish if the tourist attraction sites are maintained to be attractive as well as clean. These concepts of maintenance were discussed first in a conference in Johannesburg in the year 2002, following UN's expression of interest in moving towards sustainable tourism. Henceforth, the idea about sustainability in the tourism industry became integrated as the most essential concept. In this regard, technology and energy have also been discussed far and wide. Energy efficient ecosystem and sustainability in the use of technology became important as the common usage of technology made it important to ensure that modernization did not lead to any threats towards the environment. Here, it is important to realize that the true concept of sustainability is to ensure that the environment is not maintained for the current generations but also for the coming generations.

There are multiple ways in which sustainable tourism can be maintained. These methods include the minimization of waste and recycling of all the materials which are no longer useful. The water bodies and all sources of water supply should be managed and maintained. Additionally, the energy sources and electricity, in particular, should be saved as much as possible. Transportation should also be environment-friendly. The vehicles should not emit any hazardous or poisonous gases or other substances. The wastewater treatment plants should be established at different locations to save water and increase the chances of maintaining resources over a long time. Moreover, there is a need to form committees and hire staff for ensuring environmental safety and developing long-term sustainability.

The concepts of sustainability and environment safety have come under certain criticism. It has been established that the true concept of sustainability and CSR include not just the environment but also the social concerns. However, the criticism lies in the fact that CSR and sustainability have both been simplified to include only the topic of environmental safety. This has been speculated to have decreased the overall understanding and impact of integrating CSR in businesses and organizations. It is important to note that the CSR related activities were initially aimed at paying attention to the public needs and to enhance the economy. Therefore, the criticism seems justified and it is important to build a better understanding of the social responsibilities.

The tourism industry does not only have the responsibility of keeping the environment safe and healthy, but they also need to build strong and positive public relations. Ethical behaviors and respect for the tourists and foreigners is a must and the people involved in the tourism sector should ideally be trained to take care of the guests and ensure that they have a truly wonderful experience. The need for collaboration between the hotel management, transport authorities, and tour guides is a key towards providing a truly exhilarating experience to the tourists (Meo et al., 2018). The merger of all these aspects can lead to the development of a truly professional and courteous sector that provides the most positive experience and memorable times to the tourists. Long-term planning is needed for truly establishing a strong tourism industry. There may also be a need for revising and restructuring the way that the tourism sector works. Hence, the understanding of public relations is helpful in strengthening any kind of industry and the tourism sector is no different.

2.2 Hospitality and Tourism in Pakistan

The tourism sector of Pakistan has faced many setbacks in the past decades due to terrorism (Lodhi, 2017). The revival of this sector has been initiated only recently with the aim of promoting the natural sites of Pakistan as a means of increasing the economic strength of the country. Promoting peace and attracting foreign tourists is among the long-term plans for the economic revival of Pakistan. It is believed that the economic strength of the country could be increased, and the debts could be reduced once the tourism sector is truly revived (Brida et al., 2016). Moreover, the cultural exchange programs and the interest of the foreigners in the culture and values of Pakistan can prove to be a positive change for promoting tourism. However, the biggest barrier has always been the maintenance of peace in Pakistan (Liu & Pratt, 2017). As it happens, the areas of interest from the point of tourism have also been linked with terrorist activities. The war on terror in Afghanistan resulted in instability in Pakistan, particularly in the North Western region, which shares its border with the war zone (Afghanistan). The weak infrastructure of Pakistan and the lack of international support made Pakistan highly unpredictable as a tour site (Sönmez & Sönmez, 2017).

The rich history and culture of Pakistan along with the geographical location make it an important tourist destination. The archeological sites such as Moen Jo Daro, Larkana, which represent the rich history of the Muslims along with the valleys and mountain ranges in the North of Pakistan and breathtaking sites such as the Neelum valley, Swat, Naran, Kalam, Gilgit Baltistan, Hunza, Malam Jabba, Murre, Chitral and other such areas attract the local as well as foreign tourists. Adventure activities such as the opportunity of river rafting, fishing, desert safari in Thar and Cholistan along with the possibility of attending events like the Shandur polo festival and cultural events of Karakoram and Kailash valley make Pakistan extremely rich in terms of tourism options (Arshad et al., 2018). Building upon these opportunities requires the support of the government and the law enforcing agencies. Moreover, the increase in tourism cannot only provide economic gains to the country but can also lead towards the increase in peace and stability of Pakistan.

The long-lasting effects of terrorism in Pakistan led to great setbacks for Pakistan. It has taken Pakistan very long to get back on track and promote tourism in the country. However, positive changes have begun, and it has been seen that there is now an increased awareness about the role of tourism in terms of economic gains. The appreciation for the landscape of Pakistan the strategic geographical location of the country makes it an interesting site for international tourists as well as the business experts. The positive changes in Pakistan have led to an increase in tourism which has resulted in a significant 9% rise in the economic contributions gained through tourism (Sharif et al., 2017). The population of Pakistan has been noted to have an increased interest in recreational tours and exploratory escapades within the country. The hopes of exploring the nature reserves and scenic beauty that Pakistan has to offer has led to a remarkable increase in the tourism business (Ilyas, et

al., 2016). Moreover, there is now also an increase in the facilities and lodging areas at the tourist attraction sites. Developing new hotels, restaurants and increasing the types of leisure activities have further caused an increase in tourism among the Pakistani population (Ahmad, 2016). It has also been noticed that the Pakistani population is quite enthusiastic about recreational tours and other similar activities and are willing to pay for holidays in order to gain mental and emotional relaxation (Ashfaq et al., 2017).

In addition to tourism in Pakistan from the local population, there has also been a revival of international tourism. This revival is owed to the control of terrorism in the country. Moreover, one of the most important factors which attract international tourists is the culture and hospitality in Pakistan (Aleemi, 2015). The customer care at the hotel industry of Pakistan has been explored in the recent year to gain insights about the levels of hospitality and customer care in the area of tourism. It has been found that the hotel industry in Pakistan has suffered due to the lack of tourism. Even though there is state of the art hotels in the big cities, the presence of quality hotels at the tourist attraction sites is still lagging. The recent increase in the control on the law and order situation in Pakistan and the success of the tourism industry has caused a revival of the hotel industries as well (Imran et al., 2014). There is now an increased interest among the businessmen of Pakistan to play their role in working towards the expansion of hoteling and tourism. It has been seen that the customer satisfaction aspect is present among the tourism and hotel industries of Pakistan as these sectors have worked hard to gain and maintain customers in a short time. The ‘word to mouth’ promotion of the hotels and their services have also been found to play a positive role in enhancing the business of hotels and tour groups in Pakistan (Ahmad & Sattar, 2018). These factors clearly represent the efforts that have been made to increase tourism in Pakistan.

2.3 Volunteerism and Tourism in Pakistan

The Pakistani population has a huge role to play in the promotion of tourism in Pakistan. The acts of volunteering and providing foreign tourists with a sense of belonging through hospitality and care are the need of the time. It is true that tourism in Pakistan is still in a cradling stage and there is a long way to go for the tourism industry to be truly established and flourishing but the positive increase in the economic gains through local tourism has caused an increasing interest in identifying ways which could cause an increase in international tourism in Pakistan. The role of volunteers and entrepreneurs has been deemed important in this regard. It has been seen that the public of Pakistan has played an incredible role in promoting the culture and extending hospitality to the foreigners, providing them with a good experience during their time here and hence causing a long-lasting impact on the tourists. Hence, the role of the Pakistani population in strengthening the tourism industry cannot be undermined.

The revival of tourism is still lacking a strong role from the government of Pakistan. It is specifically the startups and entrepreneurship ventures that have resulted in promoting and

enhancing the importance of recreational activities and tour sites for the economic betterment of Pakistan. The local tour groups and the arrangements made by the various organizations working in the tourism sector have provided an immense boost to the local travels (Qamar & Baloch, 2017). This clearly reflects the sense of responsibility and volunteerism among the Pakistani population. The sense of duty among the locals towards sustainable tourism has also been noted. It has been seen that the sustainable tourism idea is present in Pakistan and the locals are increasingly working towards ensuring that the tourist attractions sites of Pakistan are maintained to be clean and that the natural resources are not harmed or depleted as a result of increasing tourism. Moreover, the implementation of sustainability laws and policies is also ensured and upheld by the locals of Pakistan (Hussain et al., 2017). Providing visitors with a positive experience and honest hospitality has given a positive sense to the international community about the Pakistani culture and the natural beauty present in this country.

The involvement of the business sector and the locals can provide a boost to the tourism sector. Evidence from the travel destinations around the world provide insights into the role of local businesses in enhancing tourism by attracting the international community. It has been seen that the hotels, resorts, restaurants, recreational activities, and culture all jointly influence and determine the interest of the tourists. Therefore, the sense of business among the Pakistani population can prove to be a turning point for tourism. Investing in hotels and building state of the art resorts has already begun in Pakistan, which is attracting the locals and also the foreign visitors. Increasing the options of recreational activities available and promoting the Pakistani landscape and natural resources through social media interactions and building strong ties with the foreigners is the way forward for establishing a bright and strong future of tourism in Pakistan.

3. Findings

Currently, there are number of areas that have remained unexplored in terms of tourism and hospitality in Pakistan. The culture and diversity of Pakistan have been explored in depth due to local tourism and the huge number of festivals across the country. The revival of art and film industries have also been linked with the increase in the recreational activities in the country. However, the same has not been established for international tourism in Pakistan. Even though the hospitality of the Pakistanis has been widely noticed and there is hope for an increase in the international tourism in the country which has particularly been linked with CPEC and the relations that Pakistan shares with China (Ali et al., 2017), the current research data is not enough to provide answers about the current situation. There is evidence about customer satisfaction with the hotel industries, interest in the recreational activities, increasing control over the terrorism in Pakistan and an interest of the foreigners in the culture of Pakistan. There is a need to find the connections between all these factors in order to truly fill the gaps and find the missing links.

The rich history and extensive landscape of Pakistan provide a potential for the growth and spread of tourism in the country. Identifying the gaps and filling the areas which provide barriers towards increasing international tourism in the country. Identifying ways in which security issues can be scale down and the international community could be attracted towards Pakistan. In recent years, there have been various international bloggers and tourists, who have visited the northern areas of Pakistan and have expressed satisfaction and pleasure at having explored Pakistan. It is an interesting turn of events and provides hope for the bright future of tourism in Pakistan. It would be worthy to further explore the interests of the tourists in Pakistan and the ways in which the international community could be directed towards visiting Pakistan for recreational purposes and for exploring the diverse culture present here. The future holds immense opportunities for the tourism industries and economy of Pakistan. The first step could be to develop close linkages with the other countries in South Asia so that the individuals belonging to similar cultures may be attracted towards exploring Pakistan. An interesting angle in promoting tourism is to promote the cultural heritages (Kester, 2014), and the monuments present in Pakistan. This particular act may result in attracting people sharing a common history with Pakistan. There is also a role of the establishment and the political leaders in this task as developing ties with the international community requires the involvement of the government (Hall et al., 2016). It is hoped that filling these gaps may articulate a better future of tourism in Pakistan and bring a positive dawn for the economy of the country.

The importance of CPEC and the relations with China cannot be forgotten as far as tourism is concerned. It is quite likely that the strong political relations with China and the recent developments in the CPEC project would lead towards a brighter era of tourism in Pakistan. The initiative has although been taken as a political and business venture but the establishment of a corridor between the two countries is believed to cause an increase in the foreign tourists coming towards Pakistan. The infrastructure development has received a boost due to CPEC and it is hoped that it will benefit the tourism industry of Pakistan as a better national infrastructure can be highly useful in attracting the international community to visit Pakistan (Ali et al., 2017). Hence it is hoped that Pakistan can benefit from CPEC in a lot of ways, specifically, an increase in tourism.

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Investigation into Educational Managers' Level of Confidence and its Role in the Management of Educational Enterprise

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ABSTRACT

Purpose: The paper aims to explore 1) the educational managers' level of confidence, and 2) the role of confidence in the management of educational enterprise. The idea revolves around the reason that confidence greatly contributes towards the success of any versatile enterprise like education and that lack of confidence on the part of managers may influence the management process adversely.

Design/Methodology: The nature of the study is descriptive; therefore, survey method was used. The population comprised the managers of educational enterprise in whole Pakistan. Managers from 4 educational departments at Islamabad were chosen as the sample of the study. The simple random sample technique was used and 40 managers were randomly selected from each department comprising total sample of 160 managers. Questionnaire, comprising 25 close ended questions, was the instrument for data collection. Data were collected personally and then analyzed through statistical calculations and procedures such as mean, percentage, standard deviation and chi-square. MS Excel and Statistical Package of Social Sciences (SPSS) were used to apply the statistical procedures and formulae to analyze the data.

Findings: From the results, conclusion is drawn out that educational managers possess the characteristics of confidence to a great extent and that confidence plays a vital role in the management system for sustained success of educational enterprise. Recommendations have also been put forward which may help to boost up managers' confidence so that they may manage the educational enterprise in a more fruitful manner.

Implications: The paper envisages great implications for the managers and the management of educational enterprise. It may serve as a source of motivation for educational managers to further enhance their confidence level and equip themselves with such characteristics and capabilities that they may evolve an effective quality management system for sustained success of educational enterprise.

Keywords: Confidence, management, educational enterprise, literature of developing countries.

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1 Introduction

Management system occupies an eminent place in any organization and confidence plays a vital role in the overall management of any enterprise. Confidence is a plain cognitive discipline but it has far reaching effects. It is the capability to take suitable and efficient steps in any circumstances, whether easy or demanding. It is the driving force for the managers. It serves as a strong tool to motivate them (Burton & Platts, 2006). Lack of confidence on the part of managers may influence the management process adversely. Confidence greatly contributes towards the success of any versatile enterprise like education. Confidence may be among the contributory factors to equip the educational managers with such characteristics and capabilities that they may evolve an effective quality management system for sustained success of educational enterprise.

Interpersonal confidence exerts positive effects on the performance of the individuals, their satisfaction with the work, teamwork, relationships, cooperation and problem solving (Thomas et al. 2009). It improves the decision making power (Koszegi, 2006). It increases the interests and motivates to do the best (Brunnermeier & Parker, 2005). It enhances the quality and quantity of knowledge and thoughts (Moye et al. 2005). Organizational confidence helps to create and maintain a conducive environment that encourages the workforce to fulfill their obligations through extra efforts (Hodson, 2004).

The paper investigates the educational managers' level of confidence and the role of confidence in the management of educational enterprise as it is envisaged that confidence greatly contributes towards the success of any versatile enterprise like education and that lack of confidence on the part of managers may influence the management process adversely. For this purpose managers from 4 educational departments in Islamabad were chosen as the sample of the study. Questionnaire was the instrument for data collection. Data were collected personally and then analyzed through statistical calculations and procedures. Results highlight that educational managers possess the characteristics of confidence to a great extent and that confidence plays a vital role in the management system for sustained success of educational enterprise.

1.1 Problem Statement

Education sector has been lagging behind as compared to other sectors in Pakistan. The whole infrastructure of educational enterprise seems to be in the doldrums. Many aspects lead towards the assumption that there are different elements that are jeopardizing all efforts and creating hindrances in the development of education sector. Some of the elements may be visualized as the lack of managerial potential, skills, and capabilities; indifference and ineptness of management in the management and utilization of human and non-human resources. Confidence is one of the important factors that may add to the expertise of the managers to cope with this dilemma. So, it urged the need to investigate the educational managers' level of confidence and explore as to what

extent confidence plays its role in the management of educational enterprise for its sustained success.

1.2 Objectives of the Study

The objectives of the study were to:

- a) To find out confidence level of educational managers.
- b) To find out the role of confidence in the management of educational enterprise.

2 Literature Review

2.1 Confidence

Confidence “is the ability to take appropriate and effective action in any situation, however challenging it appears to anyone” (Burton & Platts, 2006). It is not some marvel medicine or rare food that a person can buy from a shop. It is the capability to take suitable and efficient steps in any circumstances, whether easy or demanding. It denotes self-assuredness, which means one’s confidence in his capability to carry out some task to a specific level. It connotes the belief in others’ capability which asserts on one’s expectations from others to behave in a reliable and proficient manner. It indicates to conceal certain information from concerned people, which shows a person being confident (Burton & Platts, 2006).

Confidence is almost all about perception. Dreams, apparitions or perceptions excite the individual to foster thoughts for the events which he desires to occur in his life and makes a sketch of them in his mind. No doubt it is a plain cognitive discipline but it has far reaching effects. It serves as a strong tool to motivate the individual and takes his confidence sky high (Burton & Platts, 2006).

Self-confidence is one of the characteristics that deeply influence a person’s life. It makes the humans powerful to govern and dictate their lives and future. It improves the decision making power (Koszegi, 2006). It increases the interests and motivates to do the best (Brunnermeier & Parker, 2005). Mobius et al. (2011) stated in their research paper “Managing Self-Confidence: Theory and Experimental Evidence” that the employees who possess confidence feel more satisfied, motivated and absorb things quickly and perform their duties more actively as compared to the less confident employees.

Level of self-confidence may be ascertained by one’s “life skills”. Life skills are a combination of interpersonal, social and cognitive skills which can assist in communicating, decision making, self-management, increasing productivity, developing survival skills and healthy life. Each person should try to enhance his life skills and acquire the capability to cooperate, communicate, prevent injurious behaviours to deal with mental and emotional turmoil and express his desires and hopes (Albertyn et al., 2004). Moshtarak (2011) inferred in his study entitled

"Effectiveness of life skills training on reducing aggression without support" that getting training in life skills increases confidence to cope with stress, reduce aggressive inclination and increase competency in managing life and organizational issues.

Interpersonal confidence exerts positive effects on the performance of the individuals, their satisfaction with the work, teamwork, relationships, cooperation and problem solving (Thomas et al. 2009). It helps to establish good relationships and mutual trust between managers, line-staff and other employees. The managers and other personnel should be transparent, clear and honest in their relationships so that an environment of mutual trust and confidence may develop in educational enterprise (Bryk & Schneider, 2002).

2.2 Organizational Confidence

Organizational confidence helps to create and maintain a conducive environment that encourages the workforce to fulfil their obligations through extra efforts (Hodson, 2004). Social scientists have regarded confidence as a precondition for managers to manage the organizational affairs effectively. It plays a vital role in the achievement of the objectives of the organization (Uray, 2014). Cho and Park (2011) viewed that confidence has constructive effects on the commitment of the organization and the employees towards one another. The confidence phenomenon put into practice in any educational organization yields fruitful results. The organization satisfies the needs of the personnel and the personnel in return try their utmost to achieve the organizational objectives.

Researchers and psychologists have highlighted the worth of confidence in their studies. It is put forward that confidence is essential not only in education sector but also in all other sectors of life (Baramkoochi, 2009). High confidence contributes towards good health, well-being and establishing good relations with others (Dobois, 2004). Improving confidence in educational organizations facilitates to set principles or standards for the personnel of the educational institutions about their behaviour towards one another. When mutual confidence is established, it encourages all and sundry to do the best (Sergiovanni, 2005).

Looking at the role of confidence in educational enterprise, it is required to search for mentally sound people and arrange training programmes to increase their level of confidence. Different life skills programmes may be fruitful such as improvement in self-confidence and self-esteem. Shaibani and Tafti (2010) concluded in their study entitled "Effectiveness of cognitive source of control based on the self-esteem of students in Yazd" that more the cognitive development, the more will awareness be about self-esteem and self-knowledge.

In schools, the teachers play their vibrant role to improve the quality of education through imparting quality education to the students, so the school managers should be well aware of the dynamics of confidence in school environment. Pour et al. (2010) has concluded in a study entitled "Effectiveness of life skills adaptation on visually impaired students in Isfahan" that providing training to blind students in life skills enhances their confidence to adjust themselves with their

environment. Rokhfard (2009) carried out a study entitled "Effectiveness of life skills training on social adjustment and self-esteem of mental backwards students in Isfahan's high school". The results of this study showed that imparting training to the students to learn life skills enhances their confidence which enables them to adjust in society.

2.3 Confidence and Management

Confidence enhances the quality and quantity of knowledge and thoughts (Moye et al. 2005). Confident persons always feel satisfied even if they do not know all the answers. They believe that everything will be all right. When one acts with confidence, he is probably to possess some qualities. He knows the values and feels provoked further. He remains relaxed. He has the potential to see positive side of things. He knows his potential and field of expertise. He has the ability to adjust his behaviour. He tries to learn and explore new experiences. He takes care of his health. He is willing to take risks to solve any problem. He tries to lead purposeful life and possesses a sense of coherence in all spheres of life (Burton & Platts, 2006).

Studies have shown that confidence relieves depression and resultantly managers can perform their duties whole heartedly to manage the organization. Persons possessing lower self-confidence are easily susceptible to depression as compared to the persons who have high level of self-confidence (Moghari & Pour, 2004). Confidence and other skills enable the individuals to cope with conflicts and stress in a well-suited manner. They positively transform and shape the emotions, behaviours and attitudes of the managers which help them to evolve a quality management system for educational enterprise (Lavassani et al., 2010).

Confidence decreases the symptoms of anxiety, depression and disorders due to which the quality and quantity of managers' actions and behaviour is enhanced in the overall organizational management process (Seaward, 2006). Studies of Smith et al. (2004) advocate that training to learn life skills increases confidence which considerably decreases the occurrence of dangerous behaviours. Khalatbary and Zadeh (2011) concluded in their study entitled "The Impact of life skills and coping with stress on the mental health of female students in Rasht" that life skills improve mental health which helps to manage stressful situations confidently.

Confidence enhances emotional intelligence. Emotional intelligence may encompass cognition, behaviour, emotions, feelings etc. Emotional intelligence has been considered an important characteristic of managers which helps them to tackle organizational issues and manage manpower in a better way (Goleman, 1996). A research carried on 968 organizations in United States showed that the managers who managed the manpower confidently and exploited their management skills and strategies more intelligently, effectively and competently reaped more benefit as compared to the managers, of other organizations, who showed less confidence, intelligence and competency in managing the manpower of their organizations (Huselid, 1995; Pfeffer & Veiga, 1999).

Confidence occupies an eminent place in launching and managing projects. Sandbacka, (2007) carried out a research in his organization in order to observe how confidence plays its role and helps to manage the project activities. As a result he states in his paper “Be Sure – The Importance of Confidence in Project Management” that evaluating the risks and factors of success, being motivated, getting support from the members of the team, having optimistic and positive approach may boost the confidence of the managers to accomplish the project efficiently.

Confidence increases the interests and boosts the morale of the employees. Bauer (2015) published a paper entitled “Onboarding: Enhancing New Employee Clarity and Confidence”. The aim of this paper was to highlight the practices of the organizations to enhance the role confidence of newly inducted employees. The research showed the results that confidence is a strong force that increases the interest and morale of the employees and ultimately helps in the development of the organization.

Being a cognitive discipline, confidence develops the ability of communicating ideas, thoughts and feelings. It improves the four communication skills i.e. reading, writing, speaking and listening which add to good leadership. Abbasi (2011) observes in his paper “Role of Effective Communication for Enhancing Leadership and Entrepreneurial Skills” that good communication adds to the organizational and leadership skills. Expertise in four basic communication skills increases the capability of the managers to interact with employees in an effective way. Shukla (2005) concludes in “Communication Ability and Leadership Language in India” that outstanding expression skills enable a person to emerge as a good manager and leader. People listen to him attentively and perform their duties under his leadership willingly.

Strength, power and vigour of confidence is highlighted by Frankl (1946) in his theory. He was a great therapist. He put forward innovative viewpoints about psychotherapy when he was imprisoned in four Nazi death camps from 1942 to 1945. The essence of his theory is to believe that life is worth-living and we must not feel frustrated, whatever may be the circumstances. On account of his belief in life, he faced all hardships in the camp where many people died, but he did not lose heart and survived and afterwards treated many victims of the war. Frankl agreed with Nietzsche the great philosopher that “he who has a why to live for can bear with almost any how”. In the camps, Frankl came across many people who were hopeful to meet their loved ones, who had tasks they felt a need to be carried out, or who had great faith that they will have a better chance if they survive the hardships of the camps and the calamity of war.

When one of patient’s confidence crumbled and he lost hope to find meaning in life, Frankl tried to bring relief by three ways: First, he tried to widen the patient’s admiration of life by making him aware about the value of life, man’s achievements and accomplishments in life. Second, he tried to make man recover his peak experiences of life, such as, view from the mountain top, performance in athletics and love for other people. Third, he tried to make man find positive meaning from meaningless situations.

3 Research Methodology

3.1 Research Design

The nature of the study was descriptive, so descriptive research design was used. Survey method was used to explore, through questionnaire, the level of educational managers' confidence and the role of confidence in the management of educational enterprise. The population of the study to which the result of the study would be generalized consists of managers of educational enterprise in whole Pakistan. Due to limitations in data collection from all over the Pakistan, the study was delimited to educational departments of Islamabad. Managers from four educational departments of Islamabad were chosen as the sample of the study. The simple random sample technique was used and 40 managers were randomly selected from each department. Total sample comprises 160 managers.

3.2 Instrument for Data Collection

Questionnaire was used as an instrument to collect data. A self-developed and well-structured questionnaire, comprising 25 close ended questions, was prepared under the guidance of the experts. Pilot testing was carried out in order to ascertain whether the questions were relevant and easy to understand by the target respondents. For this purpose 30 employees were taken from an organization. The researcher himself visited the concerned department and disseminated the questionnaire to the employees and sought their opinion and recommendation. On the basis of feedback and the experience from the pilot testing, the questionnaire was refined, finalized and administered to the selected sample.

3.3 Data Collection and Analysis

In order to collect data, the researcher himself visited the four educational departments, chosen as sample, and administered the questionnaire personally to the sample managers, of the concerned departments. The filled in questionnaire was collected personally from the respondents. After receiving the filled in questionnaires, the data were tabulated, analyzed and interpreted. Data analysis was carried out through suitable statistical tools and procedures such as percentage, mean, standard deviation and chi-square. MS Excel and Statistical Package of Social Sciences (SPSS) were used to apply the statistical procedures and formulae to analyze the data.

4 Analysis and Discussion

4.1 Data Analysis

4.1.1 Educational managers' level of confidence

This analysis shows the results as to what extent educational managers possess confidence to manage the affairs of the educational enterprise. Table 1 (statement/question 1-15) represents this analysis.

Result of statement 1 highlights that majority of respondents agreed that they are well aware of their desires in life and know how to fulfil them. Mean and standard deviation also show that trend is towards higher side from the midpoint.

Result of statement 2 represents that maximum number of respondents strongly agreed that they understand the purpose of important aspects of their life. Mean and standard deviation also show that trend is towards higher side from the midpoint.

Result of statement 3 shows that a large number of respondents agreed that they feel satisfied and motivated by their job which excites them to perform their duty with devotion. Mean and standard deviation also show that trend is towards higher side from the midpoint.

Result of statement 4 illustrates that majority of respondents agreed that they remain calm but alert when they encounter some challenge. Mean and standard deviation also show that trend is towards higher side from the midpoint.

Result of statement 5 demonstrates that maximum number of respondents agreed that they do not allow anger and nervousness overcome them when they face some conflicting situation. Mean and standard deviation also show that trend is towards higher side from the midpoint.

Result of statement 6 highlights that a large number of respondents agreed that they adapt or adjust their behaviour in accordance with the situation. Mean and standard deviation also show that trend is towards higher side from the midpoint.

Result of statement 7 represents majority of respondents agreed that they give due respect and weightage to other people's views while making decisions. Mean and standard deviation also show that trend is towards higher side from the midpoint.

Result of statement 8 shows that maximum number of respondents agreed that they possess an optimistic and positive mental approach. Mean and standard deviation also show that trend is towards higher side from the midpoint.

Result of statement 9 illustrates that majority of respondents agreed that they always see bright aspects of things in the face of difficulty and uncertainty. Mean and standard deviation also show that trend is towards higher side from the midpoint.

Result of statement 10 demonstrates that a large number of respondents agreed that they are well aware of their capabilities and limits as a human being. Mean and standard deviation also show that trend is towards higher side from the midpoint.

Result of statement 11 highlights that majority of respondents strongly agreed that they do not expect to be perfect in everything. Mean and standard deviation also show that trend is towards higher side from the midpoint.

Result of statement 12 represents that maximum number of respondents strongly agreed that they are always eager to learn new things by themselves and from others' experiences. Mean and standard deviation also show that trend is towards higher side from the midpoint.

Result of statement 13 shows that a large number of respondents agreed that they take care of their mental health and physical energy while handling stressful situations. Mean and standard deviation also show that trend is towards higher side from the midpoint.

Result of statement 14 illustrates that majority of respondents agreed that they have the courage to take risks to find out the solution of demanding problems. Mean and standard deviation also show that trend is towards higher side from the midpoint.

Result of statement 15 demonstrates that maximum number of respondents agreed that they maintain consistency in day to day activities at home and work place accordingly. Mean and standard deviation also show that trend is towards higher side from the midpoint.

Table 1: (Statement/Question 1-15)

Sr.	Statement/Question	N	Responses					Mean/SD
			SA/%	A/%	N/%	D/%	SD/%	
1	I am aware of my desires and future course of action.	160	69/43.1	70/43.8	9/5.6	6/3.8	6/3.8	4.18/0.969
2	I understand purposefulness of significant aspects of my life.	160	75/46.9	70/43.8	9/5.6	0/0	6/3.8	4.3/0.878
3	I feel motivated and satisfied by my job and perform my duties with dedication.	160	51/31.9	69/43.1	18/11.2	22/13.8	0/0	3.93/0.988
4	I remain calm but alert when I deal with some challenge.	160	38/23.8	100/62.5	22/13.8	0/0	0/0	4.1/0.604
5	I do not let the feeling of anger and nervousness overcome me in conflicting situations.	160	29/18.1	86/53.8	30/18.8	15/9.4	0/0	3.8/0.840
6	I adapt/adjust my behaviour according to situation.	160	55/34.4	87/54.4	18/11.2	0/0	0/0	4.23/0.634
7	I give due respect and weightage to other	160	62/38.8	77/48.1	15/9.4	6/3.8	0/0	4.21/0.763

	people's views while making decisions.							
8	I possess an optimistic and positive mental approach.	160	52/32.5	77/48.1	25/15.6	3/1.9	3/1.9	4.07/0.848
9	I always see bright aspects of things in the face of difficulty and uncertainty.	160	50/31.2	80/50.0	24/15.0	6/3.8	0/0	4.08/0.777
10	I am aware of my capabilities and limits as a human being.	160	74/46.2	80/50.0	6/3.8	0/0	0/0	4.42/0.565
11	I do not expect to be perfect in everything.	160	77/48.1	65/40.6	12/7.5	6/3.8	0/0	4.33/0.772
12	I am always eager to learn new things by myself and from other's experiences.	160	76/47.5	72/45.0	12/7.5	0/0	0/0	4.4/0.624
13	I take care of my mental health and physical energy while handling stressful situations.	160	47/29.4	77/48.1	30/18.8	6/3.8	0/0	4.03/0.793
14	I have the courage to take risks to find out the solution of demanding problems.	160	38/23.8	92/57.5	25/15.6	5/3.1	0/0	4.01/0.719
15	I try to maintain consistency in my day to day activities at home and work place accordingly.	160	39/24.4	85/53.1	28/17.5	8/5.0	0/0	3.96/0.785

4.1.2 Role of confidence in the management of educational enterprise

This analysis shows the results highlighting the role of confidence in the process of managing the affairs of the educational enterprise. Table 2 (statement/question 16-25) represents this analysis.

Result of statement 16 highlights that majority of respondents strongly agreed that confidence helps the executives to deal organizational matters successfully. Mean, standard deviation and chi-square χ^2 show that trend is towards higher side from the midpoint.

Result of statement 17 represents that maximum number of respondents strongly agreed that confidence helps the managers to solve demanding problems in the organization skilfully. Mean, standard deviation and chi-square χ^2 show that trend is towards higher side from the midpoint.

Result of statement 18 shows that a large number of respondents strongly agreed that confidence supports to manage human and financial resources judiciously. Mean, standard deviation and chi-square χ^2 show that trend is towards higher side from the midpoint.

Result of statement 19 illustrates that majority of respondents strongly agreed that confidence assists to deal with stressful situations without taking stress and pressure. Mean, standard deviation and chi-square χ^2 show that trend is towards higher side from the midpoint.

Result of statement 20 demonstrates that maximum number of respondents agreed that confidence stimulates to learn new things and introduce innovations in the organization. Mean, standard deviation and chi-square χ^2 show that trend is towards higher side from the midpoint.

Result of statement 21 highlights that a large number of respondents agreed that confidence helps the managers to see organizational matters optimistically and positively. Mean, standard deviation and chi-square χ^2 show that trend is towards higher side from the midpoint.

Result of statement 22 represents that majority of respondents agreed that confidence provides flexibility in attitude to accommodate other people's opinions. Mean, standard deviation and chi-square χ^2 show that trend is towards higher side from the midpoint.

Result of statement 23 shows that maximum number of respondents strongly agreed that confidence helps to remain calm and cool while dealing with conflicting situations. Mean, standard deviation and chi-square χ^2 show that trend is towards higher side from the midpoint.

Result of statement 24 illustrates that majority of respondents agreed that confidence encourages to take risks to sort out vague and uncertain things. Mean, standard deviation and chi-square χ^2 show that trend is towards higher side from the midpoint.

Result of statement 25 demonstrates that maximum number of respondents strongly agreed that confidence gives awareness to recognize one's own capabilities and limits as a human being. Mean, standard deviation and chi-square χ^2 show that trend is towards higher side from the midpoint.

Table 2: (Statement/Question 16-25)

Sr.	Statement/Question	N	Responses					Mean/SD	χ^2
			SA/%	A/%	N/%	D/%	SD/%		
16	Confidence helps the executives to deal organizational matters successfully.	160	75/46.9	70/43.8	15/9.4	0/0	0/0	4.37/0.649	41.562 (df=2)
17	Confidence helps the managers to solve demanding problems in the organization skilfully.	160	72/45.0	67/41.9	18/11.2	3/1.9	0/0	4.3/0.739	90.150 (df=3)
18	Confidence supports to manage human and	160	70/43.8	66/41.2	15/9.4	6/3.8	3/1.9	4.21/0.897	137.688 (df=4)

	financial resources judiciously.								
19	Confidence assists to deal with stressful situations without taking stress and pressure.	160	63/39.4	61/38.1	20/12.5	13/8.1	3/1.9	4.05/1.004	98.375 (df=4)
20	Confidence stimulates to learn new things and introduce innovations in the organization.	160	63/39.4	69/43.1	19/11.9	3/1.9	6/3.8	4.12/0.953	125.500 (df=4)
21	Confidence helps the managers to see organizational matters optimistically and positively.	160	66/41.2	77/48.1	17/10.6	0/0	0/0	4.3/0.651	38.262 (df=2)
22	Confidence provides flexibility in attitude to accommodate other people's opinions.	160	57/35.6	80/50.0	18/11.2	5/3.1	0/0	4.18/0.748	89.950 (df=3)
23	Confidence helps to remain calm and cool while dealing with conflicting situations.	160	73/45.6	66/41.2	21/13.1	0/0	0/0	4.32/0.694	29.862 (df=2)
24	Confidence encourages to take risks to sort out vague and uncertain things.	160	63/39.4	88/55.0	6/3.8	3/1.9	0/0	4.31/0.636	133.950 (df=3)
25	Confidence gives awareness to recognize one's own capabilities and limits as a human being.	160	86/53.8	67/41.9	4/2.5	0/0	3/1.9	4.45/0.723	137.750 (df=3)

4.2 Discussion

Skilled manpower is an asset to any organization. This paper is an effort to find out the confidence level of educational managers and the role of confidence in the management of educational enterprise. A large amount of literature is already present on the subject. This study also relates to various prior research studies and is supported by lot of existing literature.

4.2.1 Educational Managers' Level of Confidence

Statements/Questions 1-15 aimed to investigate educational managers' level of confidence. Table 1 (statement/question 1-15) shows the results, worked out by mean and standard deviation that the trend is towards higher side from the midpoint. Majority of the respondents replied that they possess maximum qualities or characteristics of confidence that are required by a confident manager.

4.2.1.2 Awareness of Values and Course of Life

Statements 1-2 address the characteristics of "direction of life and its values". A confident manager is expected to know the purpose and course of action in his life because aimless wandering leads to dark alley. Most of the respondents agreed that they are well aware of their desires in life and know how to fulfil them; and majority of the respondents strongly agreed that they understand the purpose of important aspects of their life. The results also get support from Baharestan et al. (2010) that self-confidence is one of the characteristics that deeply influences a person's life and it makes the humans powerful to govern and dictate their lives and future.

4.2.1.3 Motivation and Satisfaction

Statement 3 focuses the characteristics of "motivation and satisfaction". Confident actions of managers motivate them to carry out their jobs more enthusiastically. Maximum respondents agreed that they feel satisfied and motivated by their job which excites them to perform their duty with devotion. The findings are in line with the results of research paper of Mobius et al. (2011) that the employees who possess confidence feel more satisfied, motivated and absorb things quickly and perform their duties more actively as compared to the less confident employees.

4.2.1.4 Stable Emotions

Statements 4-5 encompass the characteristics of "emotional stability". Confident managers always keep control over their emotions which helps them to tackle the affairs cool heartedly. The maximum number of respondents agreed that they remain calm but alert when they encounter some challenge; and majority of respondents agreed that they do not allow anger and nervousness overcome them when they face some conflicting situation. The results get support from Lavassani et al. (2010) that confidence and other skills enable the individuals to cope with conflicts and stress in a well-suited manner. They positively transform and shape the emotions, behaviours and attitudes of the managers which help them to evolve a quality management system for educational enterprise.

4.2.1.5 Flexible Behaviour

Statements 6-7 cover the attribute of “flexibility in behaviour”. Confidence creates flexibility in behaviour which facilitates to accommodate others’ opinions. Most of the respondents agreed that they adapt or adjust their behaviour in accordance with the situation; and a large number showed that they give due respect and weightage to other people’s views while making decisions. The results are supported by Thomas et al. (2009) that interpersonal confidence exerts positive effects on the performance of the individuals, their satisfaction with the work, teamwork, relationships, cooperation and problem solving. The results are also supported by Brocas and Carrillo (2000), that self-confidence is a great source of self-control and provokes to respect others’ views.

4.2.1.6 Optimistic Approach

Statements 8-9 address the attribute of “optimistic approach”. Confident managers are expected to possess an optimistic approach because it always helps to see bright aspects of life. The majority of the respondents agreed that they possess an optimistic and positive mental approach; and maximum respondents agreed that they always see bright aspects of things in the face of difficulty and uncertainty. The results also get support from Burton and Platts (2006) that confident persons always feel satisfied even if they do not know all the answers and they believe that everything will be all right.

4.2.1.7 Awareness of Self

Statements 10-11 focus on the attribute of “self-awareness”. Self-awareness is an important quality of confident managers which helps to know one’s own strengths and weaknesses. A large number of respondents agreed that they are well aware of their capabilities and limits as a human being; and most of the respondents strongly agreed that they do not expect to be perfect in everything. The results are in line with the views of Moshtarak (2011) who advocated in his study entitled "Effectiveness of life skills training on reducing aggression without support" that getting training in life skills increases confidence to cope with stress, reduce aggressive inclination and increase competency in managing life and organizational issues. Akerlof and Dickens (1982) and Caplin and Leahy (2001) also support that self-confidence provides a sense to be conscious of safety and good health and self-confidence infuses a spirit of goodness, welfare and overall well-being.

4.2.1.8 Eager to Grow

Statement 12 addresses the characteristic of “eagerness to develop”. Confidence spurs the managers to develop their abilities further. The majority strongly agreed that they are always eager to learn new things by themselves and from others’ experiences. The results correspond to the results

of the study carried out by Shaibani and Tafti (2010) that more the cognitive development, more the awareness about self-esteem and self-knowledge.

4.2.1.9 Mental and Physical Health, Courage to Take Risk, Consistency in Activities

Statements 13-15 address the characteristics of “health and energy, courage to take risks, and consistency in activities”. Confident managers are always conscious of their health and day to day activities. Maximum respondents agreed that they take care of their mental health and physical energy while handling stressful situations; a large number agreed that they have the courage to take risks to find out the solution of demanding problems; and most of the respondents agreed that they maintain consistency in day to day activities at home and work place accordingly. The findings are in line with the study by Albertyn et al. (2004) that life skills are a combination of interpersonal, social and cognitive skills which can assist in communicating, decision making, self-management, increasing productivity, developing survival skills and healthy life. Each person should try to enhance his life skills and acquire the capability to cooperate, communicate, prevent injurious behaviours to deal with mental and emotional turmoil and express his desires and hopes.

4.2.2 Role of Confidence in the Management of Educational Enterprise

Statements/Questions 16-25 intended to explore the role of confidence in the management of educational enterprise. Table 2 (statement/question 16-25) shows the results, worked out by mean and standard deviation that the trend is towards much higher side from the midpoint. The results highlight that confidence helps the managers a great deal to manage the organizational matters.

Statements 16-25 addressed the role of confidence in the management of educational enterprise. Maximum respondents strongly agreed that confidence helps the executives to deal organizational matters successfully; solve demanding problems in the organization skilfully; manage human and financial resources judiciously; deal with stressful situations without taking stress and pressure. A large number of respondents agreed that confidence stimulates to learn new things and introduce innovations in the organization; helps the managers to see organizational matters optimistically and positively; provides flexibility in attitude to accommodate other people's opinions. The majority strongly agreed that confidence helps to remain calm and cool while dealing with conflicting situations; encourages to take risk to sort out vague and uncertain things; gives awareness to recognize one's own capabilities and limits as a human being.

The results are supported by Brocas and Carrillo (2000), that self-confidence is a great source of self-control and provokes to respect others' views. The findings are endorsed by the study of Sandbacka (2007) carried out by him in his organization in order to observe how confidence plays its role and helps to manage the project activities, that evaluating the risks and factors of success, being motivated, getting support from the members of the team, having optimistic and positive approach may boost the confidence of the managers to accomplish the project efficiently. The results

also correspond to the views of Baramkoohi (2009) that confidence is essential not only in education sector but also in all other sectors of life. Findings are also supported by Dobois (2004) that high confidence contributes towards good health, well-being and establishing good relations with others. The results are in agreement with the views of Benabou and Tirole (2002) that confidence gives awareness about one's strengths and weaknesses. The findings are also in line with the views of Cho and Park (2011) that confidence has constructive effects on the commitment of the organization and the employees towards one another. The results are in accordance with the views of Compte and Postlewaite (2004) that confidence phenomenon put into practice in any educational organization yields fruitful results and it enhances the performance of individuals at work place. The findings correspond to the findings of the research study by Khalatbary and Zadeh (2011) that life skills improve mental health which helps to manage stressful situations confidently.

5 Conclusion and Recommendations

5.1 Conclusion

The purpose of this study was to investigate the level of confidence of educational managers and the role of confidence in the management of educational enterprise. First, it is inferred from the results that majority of educational managers possesses maximum characteristics of confidence that are required by a confident manager to manage the educational enterprise. Second, it is deduced that confidence helps the managers a great deal to manage the organizational matters confidently and efficiently.

In the final analysis it is concluded from the results and findings that confidence plays an important role in the management and is among the vital contributory factors to equip the educational managers with such characteristics and capabilities that they may evolve an effective quality management system for the sustained success of educational enterprise.

5.2 Recommendations

In the light of results and findings, the following recommendations are put forward which may help the educational managers to enhance and improve their confidence further so that they may manage the organizational affairs more confidently.

- a) The educational managers should be proud of their self and stick to their values, aims and talents as it will add to their confidence whereas inferiority complex will lead to depression which may affect their performance.
- b) Educational managers should choose good role models as their friends and acquaintances because it will enhance their sense of confidence.
- c) The managers should be free from bias and must maintain a positive mental approach because the inside purity of thoughts leads to confident action on the outside.

- d) Job security should be ascertained to the managers so that they may perform their duties confidently and whole heartedly without any fear. It will enhance their performance.
- e) Reasonable remuneration package should be granted to the managers so that they may devote all their energies to their job instead of locating other means of earning because it may hurt their self-respect and they may lose their self-confidence which may ultimately affect the organizational performance.

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Impact of Perceived Organizational Politics on Job Satisfaction and Organization Citizenship Behavior

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ABSTRACT

Purpose: The present study examines the impact of perceived organizational politics on the job satisfaction and the organizational citizenship behavior. To find out the relationship between the proposed variables, a questionnaire was established in order to collect data from employees of Pakistan ordinance factories.

Design/Methodology: Using the purposive sampling the data collection instrument was distributed to 150 employees and their corresponding supervisors. Out of distributed questionnaires 103 of them were rendered usable. All the respondents were in the same work conditions. Respondents having same problems in the organization. Respondents were from the age group of 18 to 70. Fresh employees and the experienced employees both were the participant. Privacy of the respondent's information was top priority. Questionnaires have Statistical Package of Social Sciences has been used in the study for both descriptive and inferential analysis due to its proven predictive power. Various tests have been applied in this study such as descriptive analysis, correlation, and reliability test prior to hypothesis testing. For hypothesis testing, regression analysis has been used with the help of SPSS.

Findings: The findings of the study states that organizational politics have a significant and negative impact on job satisfaction and organization citizenship behavior. This study enables the top management that how to deal with the organizational politics.

Implications: This study enables the management of organizations to know the adverse outcomes of organizational politics.

Keywords: Job satisfaction; Organizational commitment behavior; Perceived organizational politics.

1 Introduction

1.1 Research Background

Research shows that highly engaged employees are more satisfied and good performers in the organization as well as they have a tendency to directly affect the production of the organization. Many of the organizations consider high performing employees as an important asset. It is more

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likely that an employee who is more engaged at workplace will lead to positive attitude, good performance and increased productivity (Guo, Kang, Shao, & Halvorsen, 2019). The work related outcomes are of two distinct types; one is self-reported and second is supervisor-rated. Research shows that employees are more satisfied in self-reported outcome of the work creative and responsible tends to meet the deadlines with creativity in return it will increase the productivity of organization. So research shows that employee's engagement and job satisfaction is directly linked with each other. If the employee wants to be self-reported but organization allot him a supervisor so maybe he will not comfortable with that and it also effects his engagement and satisfaction level and this thing leads to the negative behavior (Templer, 2018).

This research proposes that perceived organizational politics has detrimental effects on job satisfaction as well as organizational citizenship behavior (OCB).The organizations having high politics negatively impact the supervisor roles, and it effects the employee engagement. Organizational politics means the non-sanctioned activities and strategies which are prepared for self-interest not for the well-being of organization and the activities which are conflicted from organizational goals (Guo et al., 2019). Organizational politics is a great threat for organizations, because it directly affects the behavior of employees. Many individuals see organizational policy as self-serving and manipulative and therefore harmful to the well-being of both staff and organization. Distrust, unfair decision making and inequality are the main characteristics of organization which has high level of politics (Rosen, Ferris, Brown, Chen, & Yan, 2013).

This particular research aims to explore the effects of perceived organizational politics on job satisfaction. Different researchers (Maslyn and Fedor, 1998) argue that if there is politics in organization then behavior of employees also deeply affected by this. This particular study also aims to identify the effects of perceived organizational politics on organizational citizenship behavior. And the third point which this study is going to find is relation between job satisfaction and organizational citizenship behavior.

This perceived organizational politics is basically based on the theory proposed by (Lippitt, 1947). The impact between perceived reality and perceived organizational politics have a great impact on the workers attitude in negative way. The workers and the employees have a great concern about in making a relation on the basis of the negative culture of politics in the organization. Politics in organizations is defined as the actual work which is shown by the employees do not represent in front of all the community because it has more negative points rather than the positive points for the organization and overall community. Perceived organizational politics is linked with the behavioral aspects which in turn is linked with the attitude of the employees towards the work which they have been assigned. Every employee tries to get rid of the work and want to get maximum benefit in negative way.

All the organizations have a degree of politics which prevails at different aspects in the organization. However, even organizational politics have the different aspects and the phenomena on one side uses it in positive way and on the other side may use it in negative way. Yet on the main

basis it shows that the organization politics always have a negative role in maximum dimensions. Previous researches found some detrimental consequences of organizational politics confirmed that the existence of organizational politics negatively impacts business performance, yet many other researchers found that in the organizations, when employees engage in politics on organizational level they do not take interest in work. A model which contain employees behavior and organizational politics tested by (Chang, Rosen, Siemieniec, & Johnson, 2012). Result of the tested model was organizational commitment behavior and effective commitment is negatively related to the organizational politics. On the other hand, organizational citizenship behavior considered as important support for the organization's performance and the performance of the employees which are in the system. Most researchers believe that the organizational citizenship behavior has a great impact on the performance of the employees because they are satisfied with their work and the system which is implemented on them is very caring about them which leads to the organizational citizenship behavior. This is why, now a days there is great competition in the organizations where everyone wants to compete with one another. This brings the employees to build the maximum commitment towards their job and the work which is assigned to them.

Many other definitions claim that when politics comes in the organizations there is misuse of things and authority in different dimensions and among different levels. Enjoyment in activities make the employees more satisfied and increase the interest of employees towards their work (Rosen, Harris, & Kacmar, 2009). It can be inferred from the past studies that organizational politics create dissatisfaction among the employees and make them less committed. Researchers conclude that the politics can have impact on the organizational commitment, the level of the organizational citizenship behavior and the satisfaction of the employees. For instance the pays of the employees increases which give them benefits from different angles and takes advantage through use of this toll for the political action and making them superior in the negative method.

The purpose of study is to explore that how in an organization, the politics effects the employee's job satisfaction and organizational citizenship behavior. The researches investigate the organizational politics impacts the attitudes and the behaviors of the employees'. It is related to the commitment and the performance of the job. Which makes a clear sense to develop a relation among the job attitudes? This study helps to learn effective ways to handle the behaviors of employees and the employee's satisfaction relate to it. How positively working with the commitment can be making a change between each of these elements.

1.2 Research Problem

Past research shows the moderating effect of perceived organizational politics on the relation of work engagement and in role performance of organizational citizenship behaviour as explained by Guo et al. (2019). But how perceived organizational politics effects the job satisfaction and organizational citizenship behaviour is still not clear. So, this paper is used as a base paper and

finds the research according to our proposed model. It aims to find this relationship on specific target area.

1.3 Research Objectives

We have the following objectives for this research:

1. To find out the relationship between perceived organizational politics, job satisfaction and organizational citizenship behavior.
2. To find out the relationship between job satisfaction and organizational citizenship behavior.

1.4 Research Significance

This research is significant for:

1. Different organizations where turnover is more and they don't know the reason behind this.
2. Policy makers from the organizations.
3. HR department in the organizations so they know how to make the strategies to solve the problems related to employees dissatisfaction and behaviour.

2. Literature Review

2.1 Perceived Organizational Politics

Researchers find that politics is a broad term, is used in different concepts, and it can exist at individual level and sometimes at organizational level. Sometimes individual use it for the self-interest at the expense of organization (Kacmar & Ferris, 1993). There are two main views about organizational politics in organizations i.e. Politics can be functional or dysfunctional it depends on the circumstances. Some researchers said that politics is the behavior someone can use to get the short term or specific goal. The second view is that politics is a dysfunctional (Cropanzano, Howes, Grandey, & Toth, 1997). Organizational politics defines that how interpersonal transaction could proceed under the organization's name. The perceived organizational politics in the organization have the different aspects of nature itself to contain at different levels which are the dissatisfaction among the employees and the other aspect says that it could refer through the different dimension as it can damage the organization (Khan, Javeed, Mehmood, & Khan, 2019). The social exchange theory says that politics at different levels in the firm can turn employees behavior into negative and do not make it as it should be to respond in the dimension in which they are guided (Blau, 2017), It also describes that different intentions have large and great motivational impacts on the different bases of the organization. May be it is on the top of the structure or the middle of the structure.

Through the different theoretical frameworks there is a need to built a relationship between the organizational politics and organizational citizenship behavior which should be increased in the level of corresponding levels that may be accepted on the different grounds (Anam, Sanuri, & Ismail, 2018). In particular when the perceived organizational politics have the effect on the diffusion of different segments which increase the build up for the circumstances which are totally different ventured as it effects the total organization system for the maximum involvement, rather than the secondary level of batch which is considered. Whereas other studies have found that perceived organizational politics is positively associated with Organizational commitment behavior Maslyn and Fedor (1998) and not related to organizational commitment behavior (Randall, Cropanzano, Bormann, & Birjulin, 1999). There is a relation that considers that the perceived organizational politics have the impact as itself in a huge level of grounds. It totally changes the mind-set of the employees which are considering it as the meaning of different levels that contain the limited approach for the measuring levels of the loyalty and the acceptance that take a great impact for the organization levels for attending it. From here the negative attitude and the non-serious attitude towards the work is started which lead organizations towards failure. Perceived organizational politics in the organization prevailed through the different scales it comes then the pressure groups come together and take step against the organization which is plotted in different segments. It shows that people are less concerning about the organizational goals to make a great part of the organization (Yar, Javeed, & Khan, 2018). Employees have less commitment towards the work and have a great negative impact on the organization culture.

When there is a great acceptance towards the work, the employees motivate themselves for the greater outcome because they have the feeling and attachment for the organization. Here taking responsibility is very high and taking the different actions and take more interest in their work. Every organization wishes the non-political environment because no one wants that negative environment risks the organizational effectiveness (Khan, 2016). Every organization wants to increase the worth of the jobs and take maximum work from the employees. It is only possible when there is environment which is free from negative politics. When there is non-political environment no one tries to do wrong things which are against the organization's interests. In some prospective POP should be used for the rights of the employees. When the organization do not take better steps for the employees it is very difficult for the organization employee effective relation existence. According to Janssen (2005) when the employees are not involved in the politics it gives the relief to administration of the organization. Because the employees who work with loyalty see the better impact and work with maximum effort because they have a great believe that the organization will take the steps for them in their hook and crook time. So the satisfaction have a great role in the organization build up, POP less and there is increase in the commitment and the performance of the employees increased and it helps the organization through different ways.

2.2 Job Satisfaction

Job satisfaction shows the intension of the employees towards their job. The activities which are performed by the employees show the intension towards the job satisfaction. Employees have the attitudes towards their work make it very clear about the job satisfaction. Satisfaction towards the job is clearly defined by their attitude, loyalty of the employees. It also shows the clear dimension of the work which is considered by the employees which contains the information that is totally informed by the employees. Job satisfaction creates the great performance in the work and the outcomes are very high. It also gives the benefit to the organization to take a great build up. Job satisfaction is about the situation of the employees. Job satisfaction shows the interest of the employees in their work and the part and contribution in the work. Job satisfaction shows the intention of work which employees perform which shows that employees work with zeal. Job satisfaction also shows that the employees are very relaxed in their work and perform their work with the full support of the management. It shows very good results, which measure in the performing different activities that are very effective for the employees and contain information about the data. Job satisfaction creates a great momentum for the employees because it creates the satisfaction among the employees and takes a great positive result for all the employees.

Job satisfaction also creates the environment which is pleasant for the employees and the organization. According to (Janssen, 2005) job satisfaction is level of likeness of the employees towards their job. On what grounds and how much employees of the organization like work place attitude and work out with the different activities that contain the employees to get benefits from the different aspects and take a great advantage which comes through the job satisfaction. It helps the employees to take the sudden action and improvement. When the employees are satisfied, they work with the great zeal and intension as it is to be taken from the different angles which clearly shows the way of doing work and take the work in the progress, which is the great factor of the organizational success and it clearly defined the satisfied work in different angles and take maximum achievement in the same line and the same way of conducting activities. Many of the employees want to get maximum benefit from their job on the other hand employees also want great enjoyment in their work other than the boring and unsatisfied routine. Employees want to move from such types of jobs from which they are not satisfied and if they stay on the place where they do not want to be the part they have the maximum loss for the organization and also for themselves. Because when the employees are unsatisfied the condition of performance and the attitude towards the work is changed and many of the employees who are dissatisfied from their jobs and want quit their jobs, which could be maximum disadvantage and maximum loss acceptance toward the organization. It is the most important from the aspects which are related to the conditions of the operation and the involvement of the sustainable environment and the nature of the work. Low job independence, when there is lack of security of the job, disturbance among the employees in organization, it leads towards dissatisfaction (Guest, 2004; Silla, Gracia, & Peiró, 2005). According

to (Wanous and Lawler, 1972) there is no universal measure for quantifying job satisfaction. Only to measure the job satisfaction it should be seen that the employees are very attracted towards their jobs and take a great interest in their jobs. It may be defined the system towards the employees and the satisfaction for the limitation of the work which is dealt through the work and contain different time to lend in the progress. It is also defined as the systematic and the relation towards the limited the different sourcing and takes the man fluctuation and takes maximum time of relevance of the data (Pedhazur & Pedhazur Schmelkin, 1991). Surveys should be in the mechanisms as the time to lend the efforts of the system that is along with limiting in the time line for the maximum committing the relevance towards the system that is conducted at the same time and the same behavioral part for the system.

Job satisfaction is a great outcome from the employee's side when the employees are satisfied it is effective for the organization. For the organization when the organizations employees are satisfied then there is an increase in productivity by giving better results. The interpersonal relations between the employees is increased and the limiting the factor as the huge volume of the satisfaction. Job satisfaction in terms of employs gets maximum benefit from the organization which leads to increase in the salary and the maximum benefits allowances from the organization. Job satisfaction is to be the fairly satisfied with their job and contain in the maximum, limiting the sourcing and taking the limitation indirectly by limiting the system. Job satisfaction provides a way to the employees in defining the achievements of huge benefits from the organization in return to their services for the organization. Job satisfaction also creates a great involvement in the work from the employee's side which is beneficial for the benefit as it compared to the employees which are not satisfied from their jobs.

2.3 Organization Citizenship Behavior

Organ (1988) and Organ and Konovsky (1989) stated that the in the organizations citizenship behavior is divided into five dimensions. Organizations scheme of five dimensions which are loyalty, attention, sportsmanship, attaining and maximum attainment. Harris, Andrews, and Kacmar (2007) stated that attention is the most acceptable scheme among the different researchers most of the researchers are in the maximum flow through the limiting the sources. OCB is also divided into five dimensions including courtesy, sportsmanship, civic virtue, conscientiousness and altruism. These dimensions are mostly explaining the commitment and take sudden involvement for the system which may explain the mainstream ideas. Organizational commitment behavior should be about attaining the regulations and takes place in form of behavior for the explaining the many organized situations. Organizational citizenship behaviour may explain the huge activities that are involved in different limitations. Organization citizenship behavior says that the increased involvement of the employees shows satisfaction of the employees to contain in different ways and for the conducting the average of the system that increases the value of the

opponent which takes the maximum value point and considering it as the main point of the organizational commitment behavior. It also establishes a link in the organization and the employee for taking involvement that is to increase the loyalty of the employees to organization. The work under the organizational citizenship behavior should be the maximum of the time indicating and take a huge value of occurrence and to maintain the heavy liability which is considering on the main format (Caught, Shadur, & Rodwell, 2000). OCB is associated with the emotional attachments and the internal satisfaction which leads the employees to the main target as it performed through the main accountability and the procedure for the maximum betterment of the employees. The employees who are associated with the organization and the organization commitment involves the same time for the integration as it should be the acceleration from the mean to the maximum advantage. Organizations want to create the organizational commitment behaviour for the employees. For creating the Organizational commitment behavior the organization's works on the employees behaviors. Commitment is defined as the it's emotional attachment of the people towards the organization and to the employees work which they have done (Nehmeh, 2009). Organizational citizenship is forces behind the alternatives which may be excluded and contained the emotional attachment and make the sensitive result and takes the value among the production as it make the reliability and the consideration to the commitment from the employees. When the employees say about the protection and create the long term defined algorithmic, the hesitant and the modifying peoples are to be related on the scheme that employees work done as their own personal work. The organizational citizenship behavior contained the leaving standard ads per requirement for the effecting tools may be the consideration to take the maximum advantage and the defining ways for the commitment towards the space between the organization and employees of the organization. Meyer and Allen (1997) stated that the organizational citizenship behavior contains the elements of the factorizing satisfaction got at this level that maintain the maximum achievement from the employees side and also the side of the organization which contain such type of affiliation with the employees and take the systematic approaches for the standard data and making the relation between them as it is required on the different levels. It also explains the defined ways of threat and association which is making a great involvement in the subsidiaries which are given by the organization to their employees.

When there is emotional attachment of employees towards their job and the organization, the employees give the great benefits to the organization as it compared to the uncommitted works in the organization. That is the type of employees that create a great impact, organizing in different manner which is good for the organization in the long run. The organizational commitment take a great impact on the organization and the performance of the employee will be on the peak. The final benefit taken by the organization considered as the main part of the organization, helps the organization in the maximum ways which are calculated by different styles and commitment on the different levels. A type of working attitude has involvement and also greatly impact as it follow through the different dimensions which are prepared selection and the nominal behavior of the

employees. Employee's satisfaction is a bond that considers the emotional attachment to the work which takes a long part of the sentiment as the psychological and the normative behaviors as compared to the system. The organizations always wants the groups and the type of the employees which are totally under the attachment of the working schedule as it is compulsory for that mean and the maximum advantage which is getting through the employees as settle down. Even when organizational commitment comes in the organization, the main part of the benefit goes to the employees and the organization also enjoys the benefits which are directly and indirectly related to them at that time considering the value. The organizations and the employees have a great bond to get maximum benefits. Performance goes on the top level the committed people which are on the high seats take responsibility for catching up with the maximum time and the relating the sources for the main constrains which are led by the organization. The organizations also have taken a part that the employees are well performed in the organization as its due to the organizational citizenship behavior that creates a great impact and makes a role for the further information and the tasks that are not in the levels of the organization. It is to be calculated and have a short time complexity which is not defined by the employees.

The personal association with the organization is also a reflection of the employee engagement and popularity of the organization which makes a great impact on the different sources of employee's commitment and binding to the organizational regulations. Organizational commitment gives the total average of the employees which are satisfied. The organizations which take the interest in the employee's benefits should be very close to the employees and make organizational commitment as it takes from the different parts and the selection momentum in organization. Organization citizenship behavior takes a great launch between the different functions and also takes part in the involvement of the regulations. Organizational commitment when comes in the organization there is a very regular image for the betterment of the organization as well as all the peoples who are linked to it. Organizational citizenship behavior is also discussed that the flow of the people in the organization and develop among the employees for the betterment. Organizational citizenship behavior impacts the organization in all levels which are defined to be the maximum part and shows the limited part of the essential commitment. One of the benefits in the origination citizenship behavior is to calculate the maximum advantage from the organization. Organizational citizenship behavior is also important because now a days there is a great competition between the firms and industry to industry. When the organizations see this type of competition in the market, everyone wants to do organizational citizenship behavior which increase the benefits and reduce the loss of performance among the employees. When organizational commitment behavior works it create a great advantage for the employees and also the systematic approaches are valid to come to know the limits then the others. Organizational commitment behavior also attracts the ways of doing work as compared to the systematic and the consultative behavior that cares about the literal and the synthetic levels at different levels and means of the system and do not consider the limits of organization (Guo et al., 2019).

2.4 Perceived Organizational politics, Job Satisfaction and OCB

Researchers found that if there is politics in the organization then investment in that organization is more risky because employees don't put their maximum efforts so it will lead to poor performance. And the employees who are very active and really want to work will not be satisfied with this type of working environment. So it means perceived organizational politics lower the performance which leads toward employees' dissatisfaction and OCB also. Literature shows that organizational politics have negative effect on employees' satisfaction and organizational citizenship behavior. The organizations where working environment is not good people don't want to work there which means they are not satisfied with it. If the working conditions are good then employees will be satisfied and also committed with the organization (Ardıç, Uslu, Oymak, Özsoy, & Özsoy, 2016; Guo et al., 2019; Templer, 2018).

3 Research Methodology

3.1 Theoretical Framework

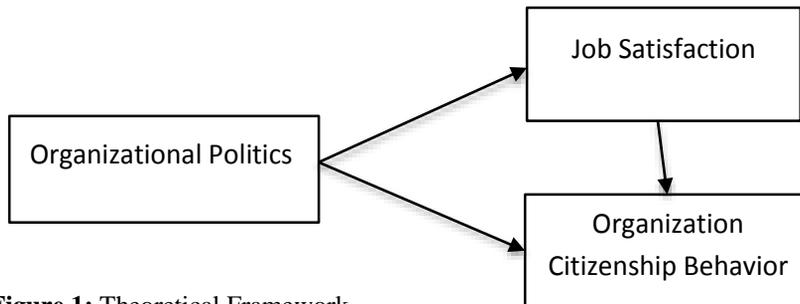


Figure 1: Theoretical Framework

- H₁:** Perceived organizational politics have negative and significant impact on job satisfaction.
- H₂:** Perceived organizational politics and organizational citizenship behavior are negative and significant to each other.
- H₃:** There is a positive and significant relationship between job satisfaction and organizational citizenship behaviour.

3.2 Data Collection and Sampling

The researcher has collected data from the employees of Pakistan Ordinance Factories (POF). POF is very sensitive organization and to collect data from that type of organization is not easy that's why our sample is 150 and we get response from 103 employees. Very few researchers

select POF as sample organization because of its sensitivity so we decided to find the impact of perceived organizational politics on job satisfaction and OCB. To find out the relationship between the proposed frameworks, a questionnaire was made and data was collected from employees of POF. At first questionnaires were distributed among the employees. A cover letter was placed on the first page of the questionnaire, which explains the purpose of the research. After that 150 questionnaires were distributed among the employees and their corresponding supervisors. At the end responses were received from 103 respondents and 103 were concluded as sample size and applied all the tests to the collected data. The quantitative techniques were used to conduct the research; the research is based on the static nature of research. Each methodical discipline has a set of procedures and guidelines, it was very necessary to conduct the effective research. The method survey research is made up of technique, a technique of collecting information from data. All methods are given below of the technique.

3.3 Questionnaire Explanation

The questionnaire was adapted from (Guo et al., 2019; Randall et al., 1999). There are 3 variables in the composed model namely perceived organizational politics, job satisfaction and organizational citizenship behaviour. Each variable has 4 items. The questionnaire was developed on 5 point Likert scale ranging from 1-5 that is strongly disagree to strongly agree. The sample size was 103 and subjective and purposive sampling is used. Questionnaire was made very short and clear so that respondents can easily understand it and give their best response according to their experience. Data was collected from 103 respondents from which 58 were male and 45 were females. Data showed that most of the employees belonging from age group of 32-34 years and few from 18-31 years.

3.4 Target Population

Target population was government employees and their age was between 18 to 70 years. They are recently working under the supervision of their bosses. In this study the Component of analysis is those people who are working in a POF. Respondents work under the same conditions and the top management was same. New employees as well as experienced employees were the participants of this study.

3.5 Pre-Testing

Pre-testing is an important process in which researcher knows that questionnaire was understandable for the target population and initial responses of respondents prior to the research. And the respondents have clearly defined the meanings and gave worth to the questionnaire. So for this purpose we distributed the cover letter about research to the employees so that they had an idea about it.

3.6 Data analysis

SPSS was used in this study for both descriptive and inferential analysis. Reliability test was used to check the results and consistency of the variables. Descriptive analysis gives the summaries about the sample which used for the measurement. Correlation and regression also used in this research.

4 Results

Before hypothesis testing, this study performs reliability analysis with the help of Chronbach Alpha to test either instrument is reliable to perform the following analysis.

Table 1: Reliability

variables name	Cronbach's alpha	N of items
Perceived organizational politics	0.686	12
Job satisfaction	0.870	5
Organizational citizenship Behavior	0.876	19

Table 1 shows the number of items, Cronbach's alpha and the names of variables. First Perceived organizational politics the value of cronbach's alpha is 0.686 and the number of items are 12 value of second variable which is Job satisfaction is 0.870 and the numbers of items are 5. For organizational citizenship behaviour Cronbach's alpha is 0.876 and the numbers of items are 19. It shows that our instrument is reliable to be used to conducting for this study.

Table 2: Gender of Respondents

	Gender	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	58	58.7	58.7	58.0
	Female	45	45.3	43.3	100.0
	Total	103	100	100.0	

Table 2 shows the total frequency of respondent which is 103 in which 58 male respondents and 45 female respondents. In which male percentage is 56.3 and the female percentage is 43.7.

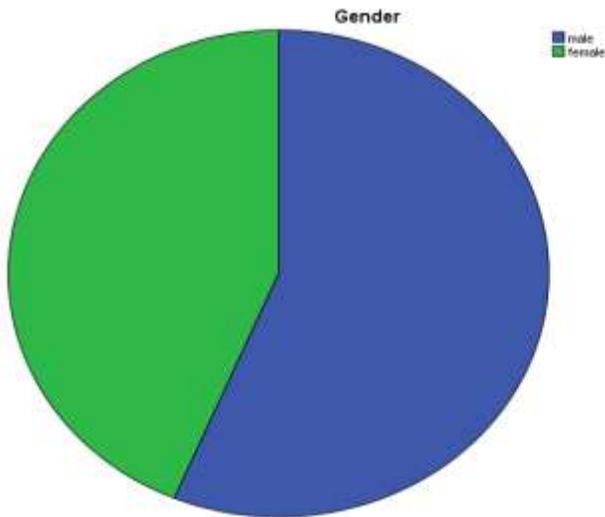


Figure 1: shows the respondent percentage with respect to gender. For instance, green portion indicates the female respondents and blue portion indicates male respondents.

Table 3: Age of Respondents

	Age	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18-31	7	6.8	6.8	6.8
	32-34	40	38.8	38.8	45.6
	35-57	32	31.1	31.0	76.7
	58-70	24	23.3	23.0	100
Total		103	100	100	

Table 3 shows the respondent age 18-31 which frequency is 7 and contain 6.8 percentages and 32-34 which contain frequency of 40 and percentage is 38.8 and 35-57 which contain frequency in 32 and percentage 31.1 another age group is 58-70 which frequency is 24 and contain 23.3 percent.

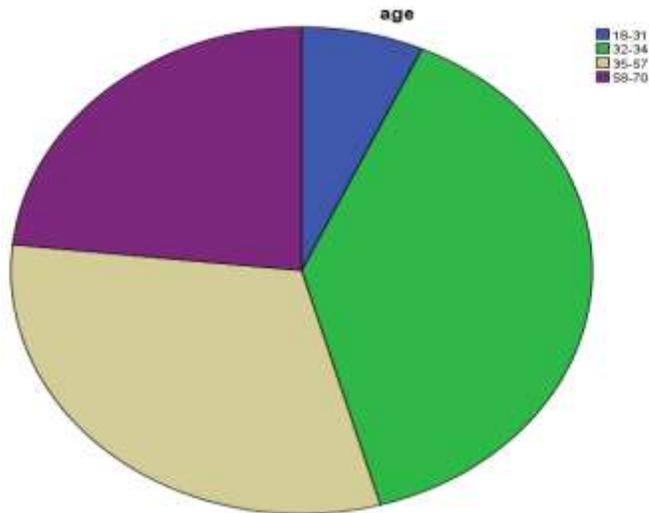


Figure 2: shows that blue color indicates the respondent's 18-31. Green 32-34, Brown 35-57, and purple 58-70 age bracket respondents.

Table: 4 Descriptive Statistics

	Minimum	Maximum	Mean	Std. Deviation
Gender	1.00	2.00	1.4369	.49843
Age	1.00	4.00	2.5243	.80250
Perceived organizational politics.	1.42	2.83	2.3107	.24896
Job satisfaction.	2.00	4.20	2.8718	.71007
Organizational citizenship behavior.	2.26	5.84	2.9617	.73123

Table 4 shows the descriptive statistics of the variable's first Gender minimum 1.00, Maximum 2.00, mean is 1.4369 and the standard deviation is 0.49843. Then age minimum 1.00, maximum 4.00, mean 2.5243 and standard deviation 0.80250. For perceived organization politics values are minimum 1.00, maximum 2.83, mean 2.3107 and standard deviation is 0.24896. Job satisfaction values are minimum 2.00, maximum 4.20, mean is 2.8718 and standard deviation 0.71007. Organizational citizenship behavior minimum 2.26, maximum 5.84, mean 2.9617 and standard deviation is 0.73123.

Table 5: Correlations

	Gender	Age	POP
Gender	1	-.015	-.005
Age	-.015	1	-.046
POP	-.005	-.046	1

As shown in the Table 5, the correlation between perceived organizational politics and gender is -.005 is negative and very low. Similarly the correlation between perceived and age is -.046 which is again negative and very low. So we can use these three variables as independent variable. Mainly, we want to see that how organizational citizenship and job satisfaction are effected by organizational politics. However, age and gender are being used as control variables as these variables have significant impact on job satisfaction and organizational citizenship behavior.

The correlation between independent variables shows no higher correlation and therefore, can be used for the investigation of this relationship. However and as expected, we are measuring the relationship between perceived organizational politics and other dependent variables such as job satisfaction and organizational citizenship behavior, the correlation is to be high, regardless of the sign. Hence, we are going to test how job satisfaction and organizational citizenship behavior related to the organizational politics in the next section.

Table 6: Regression Analysis

Model		Beta	T Value	Sig.
1	(Constant)	5.219	9.435	.000
	POP	-.626	-2.936	.004
	Gender	-.868	-8.157	.000
	Age	.137	2.075	.041
R Square		.448	F Value	26.774
Adj, R Square		.431	Sig	.000 ^b

a. Dependent Variable: Job satisfaction.

Table 6 shows that 43% of dependent variable is being explained by these independent variables because Adjusted R square value is .431. These are age, gender and perceived organizational politics. Further it shows that value of F 26.774 and significant and significant at 1%. Regarding hypothesis testing, Table 6 shows that Perceived organizational politics is negatively and significantly associated with job satisfaction. As shown in the table Beta value is -.220 and the t-value -2.936.

Table 7: Regression Analysis

Model		Beta	T Value	Sig.
1	(Constant)	4.765	7.850	.000
	POP	-.404	-1.725	.088
	Gender	-.842	-7.209	.000
	Age	.134	1.850	.067
R Square		.373	F Value	19.653
Adj, R Square		.354	Sig	.000 ^b

a. Dependent Variable: Organizational citizenship behavior.

Table 7 Shows that the value of adjusted R square which is .354. And it indicates that 35% dependent variable explained by these independent variables, which is age, gender and perceived organizational politics. Table shows value of F 19.653 and significant at 1%. It shows that the perceived organizational politics is negative and significant. It means that increase in Perceived organizational politics results in the decrease in organizational citizenship behavior which is in line with the prior literature.

Table 8: Regression Analysis

Model		Beta	T Value	Sig.
1	(Constant)	.682	2.289	.024
	POP	-.116	-1.241	.218
	Gender	.018	.380	.705
	Age	.836	12.522	.000
R Square		.750	F Value	99.083
Adj, R Square		.743	Sig	.000 ^b

a. Dependent Variable: Organizational citizenship behavior.

Table 8 Shows the value of Adjusted R square is .743. It indicates that 74% dependent variable explained by these independent variables which are age, gender and job satisfaction.

Table also shows that F value 99.083 and significant at 1%. Job satisfaction is positive and significant on organizational citizenship behavior. It means that increase in job satisfaction with increase the Organizational citizenship behavior which is similar to the prior literature.

5 Results

5.1 Summary of the results

1. Perceived organizational politics have negative and significant impact on job satisfaction. It shows that H1: was accepted on this basis.
2. Perceived organizational politics and organizational citizenship behavior are negative and significant to each other. It shows that H2: is accepted.
3. Job satisfaction is positive and significant impact on the organizational citizenship behavior. It shows that H3: is accepted.

5.2 Discussion

This study investigates the relation of perceived organizational politics with demographics and organizational citizenship behavior and job satisfaction. In this study the results communicate that the perceived organizational politics is negative and significant to the job satisfaction. The reason is that when in any organization there is politics in the organization among the employees so, the dissatisfaction increases due to the politics. Findings showed a negative impact of the perceived organizational politics with the job satisfaction (Camman, Fichman, Jenkins, & Klesh, 1979). Lau, Newman, and Broedling (1980) also describes that organizational politics negatively impact on the job satisfaction. Next discussion is impact of perceived organizational politics on the organizational citizenship behavior. Findings state that perceived organizational politics has significant negative impact on the organizational citizenship behavior. According to Martin, Bowen, and Hunt (2002) there is a negative effect of perceived organizational politics on organizational citizenship behavior. When there is politics in the organization the organization citizenship behavior decreases because people are emotionally distracted by the politics in the organization.

The last finding was that job satisfaction is positive to the organizational citizenship behavior because when the employees are satisfied with their work and to the organization the organizational citizenship behavior increases. Bateman and Organ (1983); Lee and Allen (2002); MacKenzie, Podsakoff, and Ahearne (1998); Tepper, Lockhart, and Hoobler (2001); Organ and Konovsky (1989); Smith, Organ, and Near (1983) also found that the job satisfaction is positive to the organizational citizenship behavior.

When discussing perceived organizational politics in the context of demographic variables, it shows that the employees with long tenure are less involved in the organizational politics. And the employees with the short tenure are more involved in the politics for the familiarity in short term. It shows that increase in age and decrease in organizational politics. These findings are also described by Harris et al. (2007).

6 Conclusion

This research was conducted on the topic impact of perceived organizational politics on job satisfaction and organization citizenship. The main purpose of this study to know the perception about the perceived organizational politics, to identify that how perceived organizational politics affects the Job satisfaction and Organization citizenship behavior. The researcher tries to find out the perception of people about the perceived organizational politics. In public organizations due to large span of management employees get ignored from their bosses due to this organization politics emerges. Pressure groups use their power in organization in wrong direction rather than in right way which create less job satisfaction and organization citizenship behavior.

It is expected that findings in this research will not only be useful in these selected organization. But also be prolonged to other public and the private sector organizations.

6.1 Implications of the study

This study discussed the impacts of organization politics on the organizational citizenship behavior and job satisfaction. This study enables the top management to deal with the organizational politics. Existing study also enables the management to know drawbacks of organizational politics. Now a days competition between the organizations is increasing tremendously at all levels and organizations with higher politics in their culture will eventually turn into less competitive than those with lower organizational politics. Previous studies also disused in this study to see the drawbacks of the organizational politics in the organizational level, how it ruins the organizational culture. This study explains the factors due to which there is decrease in the job satisfaction and organizational citizenship behavior. Findings of the study could be applied on the private and public both sectors.

6.2 Contributions and limitations of the study

The primary contribution of the study is the meaningful concept of perceived organizational politics, organizational citizenship behavior. This study also looks at different studies of the researchers which are described in this study. So the study contains different dimensions and the explanations which are very carefully described. In this study all the possible dimensions are covered in different sections.

Despite the contribution of the study there are some limitations. Firstly the sample size is small. The study contains 103 numbers of respondents. Secondly the target organization is public sector only; the private sector organization is missed. The third limitation of this study is the overreliance on self-reported feedback of the respondents which may contain a common method bias or the source error.

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The Effect of Environmental Corporate Social Responsibility on Environmental Performance and Business Competitiveness: An Evidence From Cement Industry of Pakistan

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Article History:	ABSTRACT
Received: 11 Jul, 2019	Purpose: Organization have been focusing on expansion in the area of environmental corporate social responsibility (ECSR) resulted with an increase in natural sustainability and green business management. Moreover, the impact of ECSR on green capital speculation, environmental performance, and business competitiveness has likewise been the subject of consideration from ventures. In any case, in past examinations, the interceding job of green information technology (IT) capital in the connection between ECSR, environmental performance, and business competitiveness, has not been explored by social scientists. So as to connect this gap in the ECSR writing, this study intends to inspect the impact of ECSR on green IT capital, and the ensuing impact of green IT capital on environment performance, and competitiveness of business particularly for cement sector of Pakistan.
Revised: 06 Sep, 2019	
Accepted: 13 Sep, 2019	Design/Methodology: A self-administered questionnaire was projected to a sample of 200 respondents from the cement industry of Pakistan. Famous cement manufacturing units were selected for the study. Convenient sampling technique was applied in order to scrutinize the respondents. Data set was analysed with the help of Statistical Package of Social Sciences (SPSS).
	Findings: The outcomes affirmed that ECSR has noteworthy beneficial outcomes on green IT human capital, green IT structural capital, and green IT relational capital. Green IT structural capital and green IT relational capital positively affect environmental performance and business competitiveness, and environmental performance positively affects business competitiveness. Likewise, green IT structural capital and green IT relational capital have fractional interceding consequences for ECSR, environmental performance, and business competitiveness.
	Implications: This paper reveals an implication for the executives and policy makers to make policies and take measures of their implications that are helpful in reducing environmental pollution to contribute their part in contribution towards Environmental Corporate Social Responsibility (ECSR)
	Keywords: Environmental Corporate Social Responsibility, Green Information Technology, Business Competitiveness

1. Introduction

In today's conscious and market competitive environment corporate social responsibility (CSR) has important place in all over the globe (Jamali & Mirshak, 2007). CSR become buzzword in the 1990s although it trends exist since the 1970s. Commitment and accountability are two key aspects of CSR which must be based on understandable, reliable, and accurate reporting. CSR also enables the maximum profitability of enterprises while reducing wastes and eliminate the defects. On the other hand, CSR also play a vital role toward company stakeholders, it strengthened the company policies and also enhanced the advocacy behaviors of stakeholders. CSR is also connected with the sustainable development enforced that companies should take decisions not only about their financial concerns but also on the social, environmental and other activities. In past decades, it has been observed that corporate social responsibility CSR has gained increasing concern both academically and practically. Hence, in real sense the corporate social responsibility has major focus on "social" responsibility (e.g, fair wages payment to employees and community based programs), but a recent progression in this topic is insertion of "environmental" responsibility (e.g, depletion of CO₂ excretion). Therefore, the "environmental" factor is becoming a vital ingredient of corporate social responsibility and considered to play crucial role in corporate framework. Therefore, ECSR brings new advancement in corporate social responsibility CSR which directly influenced environmental performance, business competitiveness, and green investment capital. Business must not pay attention only on its profitability and growth but also concerned with social and environmental influences.

ECSR is a growing concern for almost all business units therefore, firms have willingly started to include environmental factor into CSR, which enables business units to enhance their productivity with decreasing the emission of waste volumes to minimize their effect on coming generations (Mazurkiewicz, 2004). Consequently, organizations are under huge pressure for environmental concerns due to considerable emphasis of environmental protection by government and environmental organizations protection (Berry and Rondinelli, 1998).

While ECSR is the fundamental source of company competitiveness and it strengthened the company whole processes effectively. Most previous studies show that environmental issues directly affected company's environment and its stakeholders. But recent studies present that approach of ECSR effectively reduces the environmental factors and it also sustains and maintains businesses performance. In other words, environmental performance is a positive factor of ECSR which increases business competitiveness and also provides a boost to bring market competitiveness. In the context of government policy, ECSR also included the ways that companies used to controlled emission of toxic chemicals, pollution, and emission of carbon particles while developing a green energy saving plans. The one more important thing is that ECSR should include information about valuable environmental factors on waste material and inventory emissions. It should include some positive factors like company credibility, stakeholders' performance and

government disclosure. Studies shows ECSR focused on incorporate environmental consciousness and developed advanced operations to reduced environmental impacts. Scholars believe that positive and sustained environment of business can increase the satisfaction level of customers and stakeholders, also producing a unique advantage. In addition, all these factors expand performance related to environmental concerns, which not only bring business opportunities but also generate maximum benefits and reduce pollution, product costs and businesses risk.

Environmental CSR is gaining considerable importance and attention in academic research due to its growing importance among practitioners. An extensive literature is working to observe and explore the reasons why firms engage in environmental CSR and explore the link of environmental CSR with corporate performance. There are some scholars such as Hamilton (1995) and Klassen and McLaughlin (1996) who investigated the link between environmental CSR and performance of stock market. Above mentioned studies conclude direct association between environmental CSR and stock prices movement therefore, it is in knowledge of very few that this relationship has evolved with the passage of time.

However, the previous literature related to the effect of ECSR on corporate financial performance is negative in majority with some studies showing indecisiveness. Hence, it is concluded by Bird et al. (2007) that there exists a negative relationship between firm's excess return and one year ECSR activity. It is further suggested by Horvathova (2010) in meta-analysis study through using the data of 37 companies, that empirical result still show indecisiveness to determine the relationship between ECSR and corporate financial performance. As nearly half of studies shows the result which indicates the positive link while rest of studies demonstrate either negative or inconsiderable effect.

Research and development (R&D) is considered as very important function for any business to play vital role in gaining competitive advantage over the competing units. R&D is treated as an agent that acts to boost up organizational growth. It is investigated by Jaffe and Palmer (1997) that ECSR has positive relationship with future R&D of a firm. Therefore, R&D and innovation are considered as positive linked value of a firm so it establishes an indirect but positive link between ECSR and firm value or firm performance. Consequently, the connection between ECSR activities and firm's performance allows room for investigating the global effects of ECSR concerns directly as well as indirectly. It has been observed by previous researchers that although ECSR incurs additional costs to business, it also causes to reduce costs in other areas (Ravindra & Pradeep, 2012). It is investigated by Erdmann et al. (2004) and Hilty et al. (2006) that information and communication technologies demonstrate mixed impacts on the environment.

From small businesses to multinational enterprises, Information Technology (IT) is considered as a key part of any business. In short, businesses simply stop without IT. Previous literature suggested that apart from impact of IT on the environment, IT also causes reduction in cost and provide a differentiation to business, IT has also significant impact on business competitiveness and hence, enhance the market competition. Hence, it is considered that IT

performs a vital role in maintaining a competitive edge. It has also been observed that benefits of IT are increasing from cost reduction to generating more benefits and value for a business. Simultaneously, green IT is not only considered to be cause of cost reduction but companies also fulfil their CSR through green IT and also by creating their brand value. Furthermore, studies show that green IT played a mediating role with the relationship of ECSR, environmental performance and business competitiveness has not been investigated widely by previous researchers (Chuang, 2016). The main purpose of this study is to examine the influence of ECSR on green (IT) capital, and its major effects on environmental performance as well as on the business competitiveness. In addition, green IT capital save more energy and improves the green image of enterprises. Furthermore, IT is also a main component of business capability and its values and creates a vital role in business competitiveness. IT as a part of environmental technology solves environmental problems, meets the demands of society effectively and efficiently. Appropriate use of green IT can create differentiation in products and reduce their ultimate cost.

It has been investigated by Orsato (2006) that IT is considered as a technique to save energy and cause reduction in emissions hence, IT strategy gives competitive edge to a business. Dedrick (2010) concludes that organizations that practiced implementing green IT, must consider the applicability of the technology, and the effects of characteristics of organization and environmental elements. In addition, IT capital investment is constant activity, which results in maximizing business competitiveness and also maintains strength of organizational green image. Therefore, it is crucial for organization to put long term emphasis on the impact of green activities (Chuang & Huang, 2015).

This study aims to investigate the link between variables taken in this study that are, ECSR, green IT capital, environmental performance and business competitiveness, having the aim to gain better understanding of the influence of ECSR on business competitiveness. Hence, the major objectives of this research are:

1. To explore the benefits that a business can achieve from ECSR
2. To investigate the overall relationships between ECSR, green IT capital, Environmental performance and business competitiveness
3. To explore the mediating impact of green IT capital in the connection between ECSR and environmental performance
4. To explore the mediating impact of green IT capital in the relationship between ECSR and business competitiveness

1.1 Research Questions

The present study is going to attempt the answer of three research questions which are:

1. Can businesses achieve any benefits from ECSR?

2. Is there any relationship exists between ECSR, green IT capital, Environmental performance and business competitiveness?
3. Is green IT capital having a mediating effect between the relationship of ECSR and environmental performance?
4. Is green IT capital having a mediating effect between the relationship of ECSR and business competitiveness?

2. Literature Review

To achieving consistent and successful results, it is considered to be essential that existence of the relationship between variables must be clear. The association between ECSR and environmental performance should be positive while ECSR, green IT capital, environmental performance and business competitiveness have some relationships among them. Several studies in the existing literature define some positive relationships among these variables but few give mixed results. Maignan (2002) uses almost four countries data and compares the content of business communication with CSR and investigates the nature of processes, principles, and stakeholder issues. The combined results show that these all four countries do not display the same results. Each country shows significant and diverse output of CSR. Furthermore, results show that each country may have different policies and regulations for CSR. Buysse (2003) defines the empirical analysis between stakeholder's management and environmental strategies. This paper mainly focuses on the proactive environmental strategies that cover the deeper and broader aspects of stakeholders. These environmental strategies introduced the total quality environmental management processes. Stakeholders are more conscious about green environment and they create competitive advantage for their own firms. Their satisfaction level improves business suitability and increases over all business performance.

Klein (2004) believes that CSR plays an important role toward product evaluation and its attribution. They analysed that CSR improves overall performance of products, and it also minimizes the wastages during production processes. In this paper clearly defines CSR mediate the impact of product but it may harm product attributes. Whenever product attribute does not match with consumer behaviour. This study introduces the mediating effects of CSR on consumer behaviour. While at the same time, it improves and sustains the overall performance of entire business operations. Saha and Darnton (2005) concluded that over past years' companies had just started focusing on dabbled the environmental improvement. They had only been focused on easy things such as reducing packaging and recycling, while improving only their products and operations. But now in the existing modern world, the companies aim to produce products in a sustainable environment. They produced things in a profitable way (like introduced new manufacturing processes that create less waste). Companies investigate green strategies and practice these strategies in real environment. Company's strategy and motivation level leads to improving

overall green performance. Many companies would like to be seen as “green”. In this regard CSR management take decisions for “green” credentials about products, processes, activities and so on.

McWilliams (2006) mostly focused on CSR’s strategic implications. While also define CSR as situations where most of firms go beyond their compliance and engaged in good social actions, and away from the interests of the firms that is required by law. CSR shows many activities that are incorporating and contributing in the main features of products. Study focused that CSR mainly used environmental friendly technologies, permitting the employee empowerment. CSR also helps in achieving the higher level of performance through recycling and reducing emissions of useless inventory. In this way CSR brings positive results and also showing direct relationship with firm’s performance. Guenther (2007) assessed environmental reporting of extracting industries, such as mining, oil and gas. Many potential environmental issues arise due to these industries operations. Therefore, extracting industries mainly focused on ECSR. On the other hand, companies maintain their licence to operate and extract the mineral; have embraced the CSR. In this paper industries take an initiative towards promotion of stability. The study’s objective was to describe the relationship between extractive industries and CSR.

Sustainability and natural issues are quickly rising as a standout amongst the most essential themes for vital business, the board, operations, and product development and innovation choices. The main point of discussion is that “Does it pay to be Green?” Generally, the concept of CSR is considered related to the environmental sustainability and friendliness. But, due to this the costs also go up and the global competitiveness becomes at stake. Most of the researchers have approved this as to be a tool to enhance the business performance. Likewise Ambec and Lanoie (2008) concluded the win-win situation which means that it has a positive impact over the financial and environmental performance. Molla et al. (2008), also argued that the Green IT practices have a key role in the sustainability and competitiveness of any business.

Implementing the Green IT practices is a key factor and also an important and difficult one. Rodríguez (2009) says that during the time spent executing green duties, not just instrumental and natural inspirations assume a key job, yet in addition the interior hierarchical exercises, in expansion to the results of the execution itself. In the meanwhile, in the support of the argument, Chen (2008) leads to the point that organizations putting numerous assets and endeavours in green capital couldn't just meet the patterns of strict worldwide ecological guidelines and prevalent natural awareness of buyers; yet additionally in the end acquire corporate upper hands.

The impression of the green business practices to the business processes is good and positive. Smith and Perks (2010) discovered huge connections between these factors. It was discovered that the capacities least affected by green business rehearses are general administration, production network the executives and IT. Further examination of the business capacities uncovers that the assembling/manufacturing, sales and distribution capacities are the most affected by green business rehearses. While discussing about the alignment of progressiveness and profitability with the Green IT approach, there is no predefined methodology for this alignment. The researchers fill

this research gap with the integration of Green IT practices with the emphasis to develop a green IT alignment framework in order to couple up with the underlying situation or scenario (Loeser et al., 2011). In addition to this, Chang (2011) concluded that the Green product and process innovation mediates the positive connection between the business competitiveness and environmental performance. This implies that greening does leave a good impact over these attributes. Chang (2012), by using the Structural Equation Modeling (SME), proved that the Green human, structural and relationship capital depict a mediation between the CSR and the environmental realization, which means that if the environmental CSR is being related to any other attribute, Green IT capital does mediate the situation either in human, structural or relational Capacity. Along this Poser, Guenther and Orlitzky (2012) verified that the Green IT practices help to quantify the corporate environmental performance and the business competitiveness. Sezen and Cankaya (2013), on the basis of 53 responses from manufacturing firms in Turkey, investigated the influence of green processes over the corporate sustainability economic, environmental and social performance and found that the green processes application has a notable positive impact on these corporate performances and emphasis that these must be adopted in order to go with the flow of the current market and economic situation.

Agan et al. (2014) explored the association between CSR, environmental supplier development (ESD) and firm performance. They used data collected from 314 Turkish manufacturing plants to conclude that CSR is positively related to ECD which consequently positively influence financial performance and competitive edge of firms. From top 1000 manufacturing units in Taiwan, Chuang and Huang (2015) used a survey sample of 148 companies to conclude that business greening is positively impacted three dimensions of green IT capital (green IT human capital, green IT structural capital and green IT rational capital), which in turn have direct relationship with business competitiveness. Chuang and Huang (2018) estimated that ECSR is positively correlated with business competitiveness and environmental performance. The relationship has been mediated by green IT capital (green IT human capital, green IT structural capital, green IT rational capital). To conclude the results, data has been collected from 358 firms from top 100 manufacturing units of Taiwan. DiSegni, Huly and Akron (2015) argued organizations that reinforce and practice social responsibility and environment contribution gained higher profit margins as compared to the relative industry. Therefore, there exist a significant positive relationship between social responsibility, environment sustainability and financial performance. According to Liu, Wang and Lee (2015) firms that are adopting environmental corporate social responsibility (ECSR) certified by Non- Government institutions gets benefits from this certification in terms of business competition. The factors influencing environmental sustainability in professional sports teams and leagues in the context of North America were explored by Trendafilova, Babiak and Heinze (2013). They stated that environmental sustainability positively impacted numerous initiatives of CSR related to League for example money saving, strengthening relationships with stakeholders etc.

2.1 Research GAP:

From the above literature, although CSR has positive influence for companies' performance, but now check weather business performance influenced the CSR policies in a positive way. And these both elements give any idea about business competitiveness.

Saha and Darnton (2005) discussed about company's strategies. Although companies getting business competitiveness in the formulation of strategies. Company's performance also improves in terms of overall green environment. Second gap in research is that researchers attempt to find whether this green environment total dependent on CSR.

The third gap find by Guenther (2007) discussed about extracting industries. These industries influenced the overall environmental practices. The purpose of this study is to find, whether ECSR, CSR and business performance have any linkage among them?

2.2 Hypothesis Formulation

In summary, the CSR means businesses use the realization of environmental concerns to increase environmental sustainability, and that will be optimized by stakeholders. While, CSR includes in the active part of strategies and plans of organizations, employee trainings and creative products are regulated through these practices to ensure a sustainable business. In other words, ECSR improves the environmental performance and mainly focuses on green practices in environment. Therefore, sustainable business activities are achieved through green IT. Consequently, businesses that show more concern on ECSR are more likely to make long-term investments. Hence, on this basis, our study formulates following hypothesis:

H₁ (a): There are no benefits of ECSR to businesses

H₁ (b): There is a negative relationship between ECSR, green IT capital, environmental performance and business competitiveness
and environmental performance?

H₁ (c): There is no significant mediating impact of green IT capital on the relationship between ECSR and environmental performance?

3. Data and Methodology

This study select cement industry of Pakistan. Mainly three cement manufacturing firm that is, Askari Cement Limited, Fauji Cement Company Limited and Facto Cement Factory are taken for analysis. The study thoroughly analyses their manufacturing processes, waste elimination, their activities and their impacts on environment and business competitiveness. The study collects data from approximately 200 respondents through Convenient Sampling technique. Our basic target audience are those, whose education must be equal or more than graduation having equal or more than 3 years of working experience. They might be managers, middle line staff and could be clerical

staff. The study has taken three variables; these are ECSR as an independent variable, environmental performance and business competitiveness as dependent variables. While we have taken Green (IT) Capital as a mediating variable, which create a strong relationship among ECSR, environmental performance, and business competitiveness. The variable ECSR, directly influenced on business competitiveness and environmental performance which are influenced by green IT capital.

3.1 Modes of Instruments

A self-administered questionnaire with some close and open ended questions is used a method to collect data about related variables. This questionnaire is based on all independent and dependent variables which are part of our research. Subsequently, questionnaire is physically presented to some cement industry managers; some are distributed in safety environment department. Some questionnaires were mailed electronically to cement manufacture industries. The respondents received cover letter attached to each questionnaire that describes the objective of our research and assured respondents of their confidentiality.

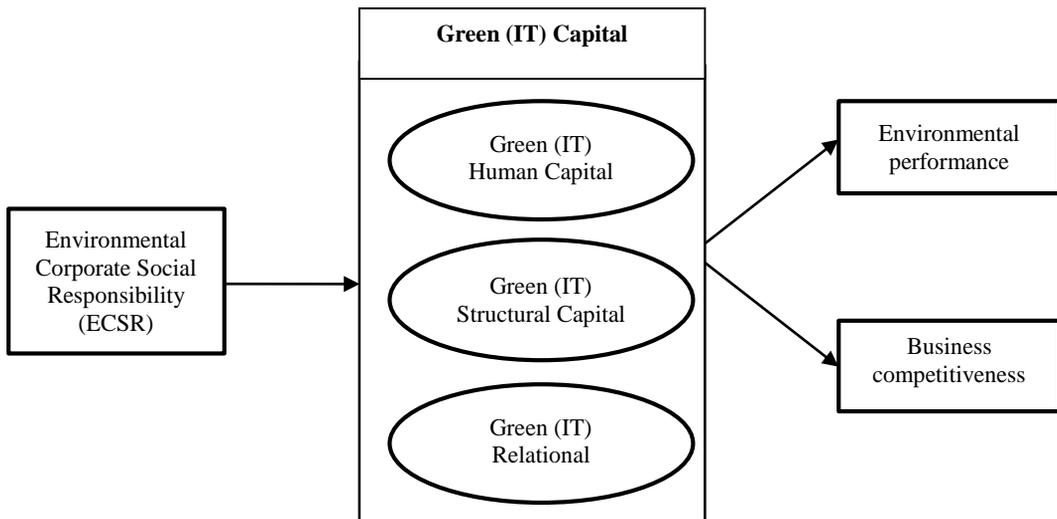


Figure 1: Research Framework

We ensure to maintain anonymity of the respondents therefore, providing respondents to response fairly without any hesitation. We do not pay respondents any incentives regarding participation in our research. We only deal with actual results and strictly restrict any type of biasness hence; we do not hide anything related to results of our results.

4. Results and Discussion

The means, standard deviation, correlation, and regression of measures of all variables are presented in the following tables. The Cronbach alpha is the reliability measure. Based on the frequency test 100 respondents answered the questionnaire. They were all male. There are 91% male whose have qualification as master degree holder, and they are valid for our analysis. Moreover, the income from 20,000 to 30,000 PKR is very valid in which area we have to be focused. Mostly the people from 41years to 60years are valid for our results. In this particular field they have experience about 11years to 20years which is considered to be more important for result proceedings. The following tables define the results of their respective frequencies.

Table 1 Frequency Table

Gender					
	Frequency	Percent	Valid Percent	Cumulative Percent	
Male	100	100.0	100.0	100.0	
Education					
Matric	32	32.0	32.0	32.0	
Graduation	31	31.0	31.0	63.0	
Masters	28	28.0	28.0	91.0	
Mphil	9	9.0	9.0	100.0	
Total	100	100.0	100.0		
Income					
20000	34	34.0	34.0	34.0	
30000	15	15.0	15.0	49.0	
40000	23	23.0	23.0	72.0	
50000	9	9.0	9.0	81.0	
60000	19	19.0	19.0	100.0	
Total	100	100.0	100.0		
Age					
20-30	42	42.0	42.0	42.0	
31-40	27	27.0	27.0	69.0	
41-50	21	21.0	21.0	90.0	
51-60	8	8.0	8.0	98.0	
above 60	2	2.0	2.0	100.0	
Total	100	100.0	100.0		
Experience					
1-5years	35	35.0	35.0	35.0	
6-10years	21	21.0	21.0	56.0	
11-15years	14	14.0	14.0	70.0	

16-20years	18	18.0	18.0	88.0
above 20 years	12	12.0	12.0	100.0
Total	100	100.0	100.0	

While the descriptive statistics show the results about dependent variable with the accordance of independent variable. In these results we have 100 Observations. Below the table of Descriptive Statistics which shows the mean, median and standard deviation of each variable. The mean and median both identify the central tendency of the data. Also the standard deviation only defines the spread of data. The standard deviation is to determine how spread out the data is from the mean. These all variables showing significant and valid results for further studies.

Table 2 Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Dev.
Ecsr	100	1.00	3.67	1.9900	.56943
Git	100	1.00	3.00	1.7933	.46367
Ep	100	1.00	3.50	1.9700	.59806
Bc	100	.67	3.00	1.8033	.59571
Valid N (List-wise)	100				

Table 3 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.373 ^a	.139	.112	.53652

a. Predictors: (Constant), bc, git, ep

Here is the model summary table reports the $R^2 = 13.9\%$ that shows the variations of dependent variable with respect to independent variable. It also defines the strength of relationship of independent variable green IT capital with the ECSR dependent variable.

Table 4 ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	4.467	3	1.489	5.173	.002 ^b
	Residual	27.634	96	.288		
	Total	32.101	99			

a. Dependent Variable: ecsr, b. Predictors: (Constant), bc, git, ep

The F-value=5.173 and the probability value highly significant at 0.002. The significant value shows that our model is stable with these all variables. Dependent variable ECSR has significant relationship among all the independent variables.

Table 5 Coefficients^a

Model		Unstandardized Coefficients		Standardized	T	Sig.
		B	Std. Error	Coefficients Beta		
1	(Constant)	1.260	.252		4.997	.000
	Git	.399	.129	.325	3.102	.003
	Ep	.146	.100	.154	1.457	.148
	Bc	-.152	.100	-.159	-1.525	.131

a. Dependent Variable: ecsr

The coefficients of variables show the positive and negative relationship with their significant level. Here both independent variables green IT capital and environmental performance have positive relationship with the dependent variable ECSR. Results show that business competitiveness has negative relationship with ECSR. The Green IT Capital < 0.005 has significant performance towards the ECSR. With the positive increase of ECSR brings positive and significant change in Green IT Capital. It is indicated that green IT capital has mediating effect between ECSR and environmental performance, but there is no positive relationship between business performance and ECSR.

4.1 Practical Implications:

In the development process of Pakistan, manufacturing sector plays vital role. As CSR and protection of environment are main concerns of every business, therefore with the collaboration of their employees, businesses have started to move in line with the direction of environmental protection. Present study provides with some managerial implications related to ECSR and green capital.

By adopting the ECSR activities such as providing products and services that are compliant with environmental sustainability, the organization promote an understanding of organizational environmental policies and promoting pro-environmental attitudes towards its employees. Additionally, along with investing in green capital, cement sector should increase its relations in market with green partners and combine their strengths to gain a competitive advantage. Moreover, companies should also focus on environmental protection hence; make policies to reduce environmental pollution in order to become environment friendly.

5. Conclusion

In past studies, issues related to corporate environmental, environmental performance and ECSR have not been connected to inquire about on green IT capital. Be that as it may, environmental performance is a habitually utilized as a barometer of firms' environmental assurance and natural administration execution results. This study tends to address the absence of research on green IT

capital in the study of corporate environmental issues, and improves the argument on green IT capital and also builds up an extensive exact structure that can be utilized by analysts dealing with applicable green themes later on. Our study shows that dependent variable ECSR has significant relationship with all the independent variables. Both independent variables green IT capital and environmental performance have positive relationship with the dependent variable ECSR. Results show that business competitiveness has negative relationship with ECSR. The Green IT Capital has significant performance towards the ECSR. With the positive increase of ECSR brings positive and significant change in Green IT Capital. It is indicated that green IT capital has mediating effect on the relationship of ECSR and environmental performance, but there has no positive effect of business performance with ECSR. Despite the fact that the current study discover that environmental performance has a noteworthy constructive outcome on business competitiveness, in the connection between environmental performance and business competitiveness, there is still no fundamentally scholastic proof to prove whether environmental performance impacts business competitiveness or whether business competitiveness impacts environmental performance.

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How Self-Identity Affects the Interpersonal Unfairness and Deviant Workplace Behavior Relationship: A Case of Public and Private Hospitals in Twin Cities of Pakistan

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ABSTRACT

Purpose: There is a growing concern over commercialization of the healthcare profession in Pakistan, although private sector has added to the outreach of the sector and in some way the impression of quality services in private clinics and hospitals. The basic purpose of this study is to investigate the impact of interpersonal unfairness on deviant workplace behavior; whereas doctor's self-identity is used as a moderator in the study.

Design/Methodology: This study used a cross sectional data and is collected from 221 doctors working in various semi governments, public and private sector hospitals of twin cities of Pakistan.

Findings: Results revealed that interpersonal unfairness and individual self-identity have positive impact on deviant workplace behavior, while relational and collective doctor's self-identity are having negative impact. Results from the moderated regression analysis revealed that, when taken as a moderator relational self-identity negative impact on the relationship of interpersonal unfairness and deviant workplace behavior. On the contrary, the moderating impact of doctor's individual self-identity and collective self-identity on the relation of interpersonal unfairness and deviant workplace behavior is found to be insignificant.

Keywords: Doctor's Self Identity, Interpersonal Unfairness, Deviant Workplace Behavior

1 Introduction

Each health care centre like an organization is a place where different types of activities are taken place in every moment (Javed, Amjad, Faqeer-Ul-Ummi, & Bukhari, 2014). In Pakistan both sectors government and non-government are also infected by deviant workplace behavior (Nasir & Bashir, 2012; Sajid, 2011). After Adam's equity theory (Adams, 1965) researchers gave great focus on organizational justice. The importance of organizational justice is shown by its meta-analyses, since now a date many met-analyses has been conducted about organizational justice, in a meta-analysis by Cohen-Charash and Spector (2001) there were four hundred empirical studies and

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one hundred theoretical studies had been conducted since 2001. According to Kingma (2001) health care employees faced physical attacks and threats three to four times more as compared to others professions and among health care providing employees nurses are at three times more risk. From 1993 to 1999 nurses in health care centers experienced deviant behavior at a rate of 22 from 100 among all types of employees in USA (Chappell & Di Martino, 2006). Deviant workplace behavior (DWB) in doctors might have more harmful outcomes than the DWB of nurses and hospital management as doctors are directly responsible for the lives and health of other human lives.

It is known for a fact that DWB is an ever present issue in both government and non-government organizations of Pakistan (Bashir, 2011). Studies show that hospital DWB is also present in hospital nurses and management staff (Arnetz, 2001). In some organizations DWB is considered a job's part and more frequently occur in health sector instead of others sectors. According to Hewit and Levin (1997) some nurses are expected to be victim of deviant behavior and considered it as a part of the job and therefore show no reaction. According to Kingma (2001) health care employees were faced physical attacks and threats three to four times more as compared to others professions and among health care providing employees nurses are at three times higher risk. According to (Hesketh, Duncan, & Estabrooks, 2003) chances of occurrence of DWB in the form of verbal and sexual harassment in physicians is high due to critical care setting. In another study chances of non-deadly attack in health sector is four times higher than in all others combined in private sectors in USA (Clements, DeRanieri, & Clark, 2005).

Mistreatment with the hospital patients not only reduces the customers' trust in the hospital but may also be directly damages patient's health. High level of deviance can even be fatal for the patients. Thus we need this study to find deviant behavior among doctors. There is a unique relationship between interpersonal unfairness, DWB and employee self-identity in Pakistan in health sector which has not yet been studied in Pakistani context. Here researcher tried to investigate interpersonal unfairness among health sector which is psychologically and socially more sever and harmful than materialistic aspect (Alick, 1992; Leung, Chiu, & Au, 1993). It is important not to ignore this world wide problem. The results of deviant behavior at workplace in health care sectors have significant effects on effectiveness of health care centers especially in under developed countries (Di Martino, 2002). In 2000 Public Service International and World Health Organization jointly programmed to create good policies to avoid and eradication of deviant behavior in health care centers. In an opening ceremony of an international conference October 2008 in Amsterdam workplace deviant behavior is also discussed. The title of conference was "Together creating a safe work environment".

2 Literature Review

2.1 Interpersonal Unfairness and DWB

Workplace deviant behavior and interpersonal unfairness are interrelated in organizational context. The traces of workplace deviant behavior are connected with interpersonal violence in history (Hearn, 2001). If there is unfairness in any form in organization then ultimately employee's behavior can be changed towards negative side which is not good for employees as well as organization. Byers and Rhodes (2007) suggested that if organization wants not to face ethical problem in organization then organization should proper deal with organizational justice. According to Mitchell and Ambrose (2007) feeling of unfairness consists of person's beliefs that he/she is not treated well by his/her authority and not taken fairly compensation. According to Cortina and Magely (2003) interpersonal unfairness is like deviant behavior from low damage to high damage. They found that interpersonal unfairness varies from low intensity of comments to high intensity of comments or violence/harassment etc. Beside this the relationship between leader and his/her follower is also negatively affected (Gonthier, 2002; Huang, Shi, Xie, & Wang. 2015). Wang, Liao, Zhan, and Shi. (2011) argued when employees faced mistreatment from customers, their employees also exhibited deviant behavior at that day. Also in Pakistani context Faheem and Mahmud (2015) found same results in healthcare sector on nurses.

H1: Interpersonal unfairness will have a positive impact on DWB.

2.2 Self-Identity and DWB

Self-Identity is defined as how individuals define themselves with relation to others, and these self-definitions are included three levels; 1) individual self-identity, 2) relational self-identity and 3) collective self-identity (Brewer & Gardner, 1996; Kashima & Hardie, 2000; Lord & Brown, 2004).

Leary and Tangney, (2011) describe identity in their book with different names which are personal identity, role identity and social identity. In common life the term self is defined as feelings about me or about us. According to Leary and Tangney (2011) this term self consists of two things actor and object. They describe actor as one who is thinking and second is object as what is thinking about me. When individuals are intimidated to reject or demoralize by individual, group or society then the self-identity of individuals is provoked (Lind, 2001). If self-identity of individual is activated then the attention of targeted person turns to his/her own benefits. According to Johnson and Lord, (2010) self-identity of individuals may be decreased the effects of unfairness and can be used as shield from future mistakes because self-identity is strictly ties both the parties i.e. victim and effector. Also their study suggested that self-identity mediated the impact of fairness on trust, support and theft. According to Brebels, De Cremer and Sedikides (2008) when individual self-identity is activated then suddenly people behave according to self-protective and self-improvement to increase self-interest.

H2: Individual Self Identity will have a positive impact on DWB.

2.3 Relational Self Identity and Deviant Workplace Behavior

Relational or Role identity shows the association of two parties for instance student teacher relationship, children parent relationship or leader and follower relationship Leary and Tangney, (2011). In which both parties play their own particular role in specific manner in sense of identity. The second level is relational self-identity in which the self-identity is defined through dyadic relationship. At this level individual compares him/her self with only one another specific person in the sense of self identity. In this level both parties are motivated and worked for same goal and also self-worth of both parties is a function art of coupled relationship (Andersen and Chen 2002). If self-identity of one individual will activate then he/she will not exhibit deviant behavior.

H3: Relational Self Identity will have a negative impact on DWB.

2.4 Collective Self Identity and DWB

According to Tajfel (1981) social self-identity refers to the awareness and feelings that individual is a member of a group and also has information about rank or status of group as compared to other groups. In the last level of self-identity the self is defined via social group i.e. workplace team in organization in which he/she is working. In this level people are motivated and worked for their same collective goals by adopting their collective norms because worth of individual in team, group or organization is seen as collectively (Jackson et al. 2006). According to Mariam and Rehman (2015) stress occurs in people due to disturbance in social circle. Stress has both positive and negative impact on human health. When employees feel stress as positive then employees feel happiness and work with full devotion. And if employees feel stress as negative thing then the result of negative stress is very sever. Gastrological issues, sadness, hurt problem, turnover, work life conflict and many other problems are aroused (Cox & Griffiths, 1995).

H4: Collective Self Identity will have a negative impact on DWB.

2.5 Moderating Role of Employee Self-Identity

When employee faced the unfairness at work place then they stopped to help, support and assist others and exhibit deviant behavior (Johnson & Lord, 2010). At individual self-identity level behavior which is exhibited by employee due to individual attitude and benefits (Ybarra & Trafimow, 1998). A study suggested that personal self-identity has negative relation to high quality interaction at workplace because activities of people with individual self-identity harm others (Jackson & Johnson, 2012; Johnson & Saboe, 2011). When individual is treated interpersonally fairness i.e. respectfully and honorably then he/she thinks positively about others and organization (Bies & Moag, 1986; Tyler, DeGoey & Smith, 1996). Conversely if individual is treated with interpersonal unfairness from peers or higher authority and he/she perceive he/she is treated with less value than others so he/she is exhibited the deviant behavior in response of unfairness (Lind & Tyler, 1988). According to Johnson and Lord (2010) it is different situations by which individual

perceives unfairness like favor to someone special instead of him/her and mistreatment and then individual self-identity is activated which leads to deviant behavior.

At this level the interaction takes place between two individuals so both individuals take care of one another and help each other to boost their same goal. And if one individual from both persons perceives unfairness in relationship then relationship between them is weak and that individual indulges in deviant behavior which affects their combined goal. It is found that interpersonal unfairness frightens individual's self-esteem due to deviance behavior (Ferris, Spence, Brown & Heller, 2012). In relational self-identity employees with high self-identity hold each other and activities of both persons are to achieve same goal. Both work for benefits to each other and their motives reflect mutual respect and honor (Sluss & Ashforth, 2007).

It is found that fairness information strongly affects employees self-identity and also self-identity moderates the impact of justice on attitude and behavior (Brockner, De Cremer, Van den Bos, & Chen, 2005; Johnson, Selenta & Lord, 2006). The attitude and behavior of employees about fairness is also mediated by employee self-identity (Lind, 2001; Tyler & Blader, 2003). In a study on older worker self-identity moderates the relationship between breach and violation of psychological contract (Kraak, Lunardo, Herrbach, & Durrieu, 2017). Also Chen, Zhu, & Zhou (2015) examined that employee's self-identity mediated the relationships between servant leadership and service performance behaviors. According to research it is argued that in social group employees at workplace perceive justice if they are taken respect, status, honor, dignity and value from others, which in result effects employee's social self-identity and increased organizational citizenship behavior (De Cremer, Tyler, & den Ouden, 2005; Olkkonen & Lipponen, 2006).

Due to these reasons our expected hypotheses are:

- H5a: Individual Self Identity will moderate the relationship of Interpersonal unfairness with DWB, such that the relationship will be stronger when ISI is high.*
- H5b: Relational Self Identity will moderate the relationship of Interpersonal unfairness with DWB, such that the relationship will be weaker when RSI is high.*
- H5c: Collective Self Identity will moderate the relationship of Interpersonal unfairness with DWB, such that the relationship will be weaker when CSI is high.*

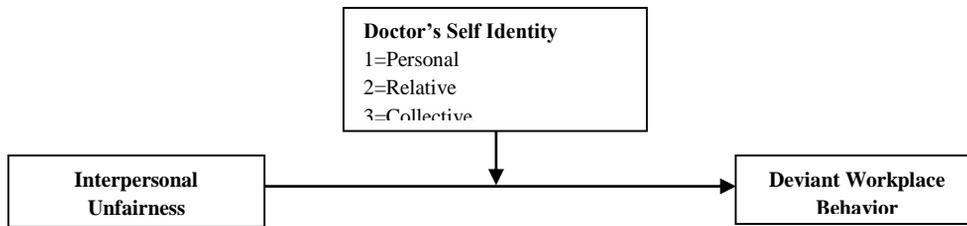


Figure 1: Research Model

3 Research Methodology

This research is quantitative in nature as results and findings are based on data collection from participants by questionnaires. Then collected data is analysed through various statistical tools. This study mainly aims to measure deviant behavior among doctors of private and public hospitals of twin cities of Pakistan. For this purpose most adequate process for analysis is survey and data collections from respondents. In this study data was collected to study the behavior of individuals so unit of analysis for this study is an individual.

3.1 Population and Sampling

After data collection response rate of participants is given in Table 1. 430 questionnaires were distributed and 257 were returned back from respondents in which 36 questionnaires were not able to use due to incomplete and not all questions were answered. However 221 questionnaires were found completely able to use for this study. Thus final response rate is 52%. It is revealed by statistical analysis that majority of the participants were females (60.6%). Their average age was between 21 to 25 year (56.1%). Majority of them were unmarried (67%) and 66.1 % were graduate doctors. Most of participants (66.5%) had experience of less than one year. Most of respondents (82.4%) had bachelor degree.

4 Data Analysis

Table 1: Descriptive Statistics

	Individual_DSI	Relational_DSI	Collective_DSI	IUF	DWB
Mean	3.4109	4.0950	3.9548	2.0848	1.8316
Median	3.4000	4.2000	4.0000	2.0000	1.5263
Mode	3.40	4.00	4.00	1.00	1.00
Std. Deviation	.72229	.71110	.75735	.90069	1.00748
Variance	.522	.506	.574	.811	1.015

4.1 Correlation Analysis

Correlation analysis results are presented in Table 2. From results it was revealed that interpersonal unfairness was significantly positively correlated with deviant workplace behavior ($r=0.206$, $p < 0.05$). This result gave initial support to hypothesis 1. From correlation analysis results it was found that doctor's individual self-identity was insignificant correlation with deviant workplace behavior ($r=0.068$, $p=ns$), which rejects hypothesis 2. It was deduced from correlation analysis that there was negative significant correlation between doctor's relational self-identity ($r=-0.363$, $p < 0.05$). This result provided initial support to hypothesis 3. Similarly negative significant correlation was found between doctor's self-identity and deviant workplace behavior ($r=-0.340$, $p < 0.05$). This result also provided support to hypothesis 4.

Table 2: Correlations

	1	2	3	4	5	6	7	8	9	10	11
1 Gender	1										
2 Age	-.185**	1									
3 Marital Status	-.025	.457**	1								
4 Position	-.068	.682**	.350**	1							
5 Tenure	.042	.496**	.392**	.528**	1						
6 Qualification	.009	.608**	.302**	.383**	.267**	1					
7 Interpersonal Unfairness	.215**	-.103	-.171*	.177**	.082	-.136*	1				
8 Self Identity Individual	.025	.178**	.262**	.063	.127	.058	.183**	1			
9 Self Identity Relational	-.017	.167*	.020	.195**	-.042	.065	-.177**	.168*	1		
10 Self Identity Collective	.128	.290**	.146*	.228**	.106	.145*	-.065	.343**	.664**	1	
11 Self Identity Deviant Workplace Behavior	-.119	-.126	-.244**	-.211**	-.088	-.047	.206**	.068	-.363**	-.340**	1

n = 261

4.2 Regression Analysis

Table 3: Regression Analysis

Predictor	Deviant Workplace Behavior		ΔR^2
	B	R ²	
Step 1			
Control Variables		0.085	
Step 2			
Interpersonal Unfairness	0.147 [†]		
Individual Self Identity	0.286**		
Relational Self Identity	-0.287*		
Collective Self Identity	-0.326**	0.278	0.193***
Step 3			
IUF x ISI	0.060 ns		
IUF x RSI	-0.386**		
IUF x CSI	0.056 ns	0.327	0.049**

$n = 221$, $† = p < 0.06$, $* = p < 0.05$, $** = p < 0.01$, $*** = p < 0.001$

5 Discussion

In hypothesis 1 it was proposed that interpersonal unfairness will have a positive effect on deviant workplace behavior. Results from statistical analysis revealed that when an employee is treated with unfair means then his/her behavior towards organizations and other employees has changed to negative. These results are similar to previous studies (Ferris, Spence, Brown, & Heller, 2012; Skarlicki & Folger, 1997; Wang, Liao, Zhan, & Shi, 2011).

In hypothesis 2 it was proposed that individual self-identity will have a positive impact on deviant workplace behavior. Results from the statistical data analysis supported this hypothesis. These results are in line with previous study like (Johnson & Saboe, 2010). This may be because when there is no activation of individual self-identity then maybe there is balance between each and everything in their life. In hypothesis 3 of this study it was proposed that doctor's relational self-identity will have a negative impact on deviant workplace behavior. Result from statistical data analysis proved that there is negative relationship between relational self-identity and deviant workplace behavior which are consistent to finding of (Yang, Johnson, Zhang, Spector, & Xu, 2013). Because may be he/she thinks about other individual and wants to get him/her goal due to past dyadic relationship. In hypothesis 4 of this study it was proposed that collective self-identity will have negative impact on deviant workplace behavior. Results from the statistical data analysis

supported hypothesis 4. When relational self-identity level is high then level of deviant workplace behavior is low. At this level individual self-identity is seen as collective self-identity, so when self-identity of an individual is activated at collective self-identity level then he will work with some extra effort to help his/her group or team to achieve combined goals and objectives.

In hypothesis 5a it was proposed that individual self-identity (ISI) will moderate the relationship of interpersonal unfairness with DWB, such that the relationship will be stronger when ISI is high. One possible reason is that health sector is a noble profession and as sample population in this study is doctors, so they have to stick to their job demand as requirement of their profession and do not think anything else and hence eventually they ignore all that kind of things. In hypothesis 5b relational self-identity will moderate the association of interpersonal unfairness with deviant work place behavior. Results of this study indicated that only doctor's relational self-identity significantly impacts on interpersonal unfairness to deviant workplace behavior relationship but not doctor's individual self-identity and collective self-identity. One possible cause for this result is that majority of doctors are young and newly hired, so when doctor's relational self-identity is high and they face any mistreatment from their close individual then ignore them.

In hypothesis 5c it was predicted that collective self-identity will moderate the relationship of interpersonal unfairness with deviant workplace behavior. Results from statistical analysis was not supported with the proposed hypothesis. According to (Yang, et al., 2013) moderating impact of collective self-identity of Chinese airlines employees on relationship of interpersonal unfairness with deviant workplace behavior was significant. One piece of reason for this may be to stick with their job is the job demand of doctor's profession, so they have to ignore other things which cause them to feel mistreatment from group and ultimate exhibit deviant behavior.

5.1 Conclusion

There should be good and not strict mean friendly hospital environment in which every employee can speak positive easily about organization and hospitals. There should be a safe place for whistle blower so that victims of interpersonal unfairness and deviant workplace behavior can tell his/her mishap to higher authorities or hospital management and should solve this kind of things so that in future there is less chance of this type of mishaps. There should be work life balance so that employees do not feel stress, strain or frustration which affect both home life and work life so that deviant workplace can be reduced. And training is necessary for doctors to how to overcome deviant workplace behavior, how to reduce interpersonal unfairness among hospital staff as well as doctors and how to deal with co-workers. Managers of hospitals of private and public sector must try hard to identify the main causes of workplace deviant behavior. According to Appelbaum et al. (2006) organization can eradicate bad outcomes of deviant workplace behavior by modifying organizational and ethical values and practices.

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An Empirical Investigation on Brick and Mortar Attributes for the Effective Adaptation of Online Banking in Pakistan

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ABSTRACT

Purpose: The study intended to analyze the impact of Brick and Mortar trustworthiness attributes along the social demographic traits which effects the customer's perception to effectively adopt online banking services. Trust is one of the biggest challenges for the consolidation of online banking in the future. Thus Brick-and-mortar trustworthiness forms an intangible active, which may create a competitive advantage for the banks.

Design/Methodology: The study used self-administrative questionnaire to collect the data from the customers of both the Islamic and conventional banks in Rawalpindi and Islamabad. Multiple linear regression technique was used to analyze the impact of brick and mortar trustworthiness attributes (honesty, benevolence and competence) and social demographic factors (gender, education, age and income).

Findings: The results of the study showed that the Brick and Mortar trustworthiness attributes have positive and significant impact on the adaptation of the online banking services, however the higher level of education inversely impacts the adaptation of the online banking service.

Practical Implication: This paper highlights the significance of trustworthiness for influencing the perception of the consumers to adopt the online banking services. The result of the study shows that there is a need to target marketing actions on certain segments of the population.

Implications: This paper offers an innovative approach to analyze the Brick and Mortar trustworthiness attributes with the socio demographic factors to influence the consumers' perceptions. This analysis perspective has not been previously used in the literature of developing countries.

Keywords: Brick and Mortar Model, Online Banking, Trustworthiness

1 Introduction

Due to the advancement of technology, the world becomes the global village. Banking sector relies heavily on the information system, so the technology is the key factor for the banks to differentiate their services from their competitors. For the reason that brand equity is based on the

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product differentiation. Electronic banking services give the ease to the consumers to carry out a large numbers of banking transactions by electronic means. With the help of the bank's web site at any time and everywhere. By the electronic means transactions are performed in a very faster way as compared to the traditional banking services. When the bank wants existence in the market, they should adopt the new technologies to enhance the consumer based. E- Banking is one of the weapons for the banks to battle with each other in this mechanical period. Internet banking is more valuable for the banks as well as for the clients on the grounds that the cost is lessened in the distinctive divisions, for example, the cost of the operations, administration of records, organization costs, organization of articulations and other paper based costs. Furthermore, internet banking presents a great opportunity for the banks to sell their products and services in a very efficient way. It enhances the banks competitive position in the market and accomplishes customer's needs and demands. It helps to make the great business image and diminish cost (Currie, 2000; Lam and Burton, 2005).

The customer's trust effect on the adoption of the online banking services due to the monetary transactions is involved (McKnight, Choudhury, & Kacmar, 2002). As the switching cost is low for online banking users trust is most important element in the adoption of the online banking (Shabbir & Rehman, 2019). Trust is one of the most important factors that create positive expectation about the adoption of online banking in customer's thoughts (Mayer, Davis, & Schoorman, 1995). In this study trust is consists of the three factors i.e. honesty, benevolence and competence. Honesty shows that the efficient services provided by the bank to their consumers (Doney & Cannon, 1997). Benevolence means not showing any aggressive behavior by the bank to their consumers (Larzelere & Huston, 1980). Competence shows the bank has the enough capital and resources abundant state that company is holding good technical, human resources, information technology system and economic condition, by this consumer are confident that the company can meet their responsibilities.

This study facilitates the decision for policy makers to invest more money on technology. It may help to expand their customers' base, product innovation, cost saving, marketing development of noncore businesses. Banks can also take these considerations while providing the services. It may also be helpful for the customers to use convenient and time saving services as compared to traditional banking services. This study also helps the government so that taxes are collected on time by the proper record of SBP for this economy of the country flourished. Brick and Mortar attributes is less investigated in Pakistan; thus this study also contributes in literature for further research.

This study consists of these research objectives such as, to explore the effect of Brick and Mortar model on the adaptation of online banking. Furthermore, at what extent gender, education, age and income effect to adopt the online banking system. This study addresses these components (gender, age, education and income) of research question for instance, how Brick and Mortar model effects on-adaptation for online banking? The paper is structured as follows: section 2

presents the literature review, section 3 illustrates the theoretical framework, section 4 discusses methodology, section 5 presents the results and the final section presents conclusion and recommendations.

2 Literature Review

Marketing literature and previous studies has analyzed the fact of internet banking from various angles. As per the scientist Thorton Consulting (1996), who argued that apparent absence of security is one of the obstruction in the expansion in the number of internet clients. In a same situation, here proclaim the work of Liao et al. (1999), It examines the internet banking adoption with the help of different variables such as, willingness, advantage, compatibility, image, comparative, ease of use and the opportunity to struggle it. As indicated by the work of Rexha et al. (2003), those that bring to a closes that trust factor have an authority on adaptation of the electronic banking services. However satisfaction is directed, because of the level of client trust. Here the investigation has chosen the Technology Acceptance Model-TAM (Davis, Bagozzi, & Warshaw, 1989), it is the most perfect model for the IT adaptation, according to this theory trust is one of the main element and considered the main factor that consumer conduct their financial transactions online and forecast at which extent new software and IT technology is used (Suh and Han, 2002).

Trust is one of the main factor due to this factor people are willing to adopt the online banking services (Rexha et al., 2003). Trust assumes a fundamental part in the stability and expansion of the connections between an organization and the stakeholder (Morgan and Hunt, 1994; Crosby et al., 1990). The impression of trust has regularly been combined with the achievement of ongoing and gainful connections (e.g. Anderson and Narus, 1990).

According to the different researches the trust has been analyzed by different perspectives but the two main perspectives are important (Geyskens et al., 1996; Moorman et al., 1992-1993; Siguaw et al., 1998; Mayer et al., 1995). Trust is a crucial segment, it is the willingness of the any person to behave in certain manners. This type of action shows the safety and reliability of one group to another (Geyskens et al., 1996; Moorman et al., 1993; Shabbir 2019; Siguaw et al., 1998). By this trust, it is the choice of the person that prepared to rely upon other partner. Trust is connected with an arrangement of qualities, and states of mind (Anderson & Narus, 1990; Doney & Cannon, 1997). Trust are the most regular view of the past examinations (e.g. Ganesan, 1994; Coulter & Coulter, 2002). The vast majority of the past examinations are basically gives the importance to the existence of two elementary characteristics. The basis of these characteristics decides the degree of trust, that is shown by the loyal customers to their specific organization Shahzad & Rehman (2015). First, trust is depending on the honest services given by the bank to their customers (Doney & Cannon, 1997). Second, literature has demonstrated that the level of benevolence. For this shows the kind and friendly behavior with their customers, and not showing

the aggressive behavior i.e. deceiving talking, and lying (Larzelere and Huston, 1980). A third curial element is the perceived competence which means that the services provided by the banks to their customer and they think that these are the beneficial attributes for them.

Benevolence expresses that "one can rely upon the cooperative attitude of the other to represent the others interests (Hoy and Tarter, 2004 p. 254). The choice to use the internet as a financial channel it depends on the services of the bank from its Bricks-and-Mortar perspective. There is strong association between online consumer trust and Bricks-and-Mortar perceived characteristics. It is possible that consumer's feels more inspired to use the online services offered by the same bank on internet. Thus, Bricks-and-Mortar trustworthiness forms an intangible active, which may create a competitive advantage in the new online distribution channels. According the work of researcher Flavia'n et al. (2006) investigated that females are less intrigued to use the electronic banking services as compared to the males. Internet banking services adopted by the male more frequently as compared to the females due to perceived trust and risk, so internet banking services is male dominated (Venkatesh & Morris, 2000). According to Steinfield et al. (1997) the combination of online and offline channels are important to develop trust. Indeed, these authors suggest that previous efforts were establish a fully isolate online brand failed in electronic banking. In fact, banks were forced to reintegrate the online division into the Bricks-and-Mortar bank. Consequently, offline trust is an important factor in online banking adoption.

The E-banking consumer report has frequently described and analyzes the Socio-demographic characteristics of the customers for adaptation of the E-banking. According the work of researcher Flavia'n et al. (2006) investigated that females are less intrigued to use the electronic banking services as compared to the males. Internet banking services adopted by the male more frequently as compared to the females on the behalf of perceived trust and risk, so internet banking services is male dominated (Venkatesh & Morris, 2000). Whereas, this adaptation of the electronic services is strongly related to the educational level because adoption of electronic financial services is depends on the consumers awareness and literacy level, if the literacy level is high so the people are willing adopt the electronic banking. Previous studies has analyzed that there is strong association between the age and adaptation of the technology (Al Somali et al. 2009, Gattiker 1992, Shabbir 2018). Old aged people having the negative behavior towards the adaptation of the electronic banking, as compared to the young generation. They are more interested to using the new technology comes in the market. According to the researcher Wang et al (2003), adults are not interested to use the internet banking services because they are more social and they have most stronger needs and attitudes regarding the social interaction and they shows less interaction towards the adaptation of the online banking.

2.1 Theoretical Framework

This part of study suggests that adaptation of the online banking is not rational, different factors effects. These factors may include Brick and Mortar attributes along with socio demographic factors. The proposed framework is as follow.

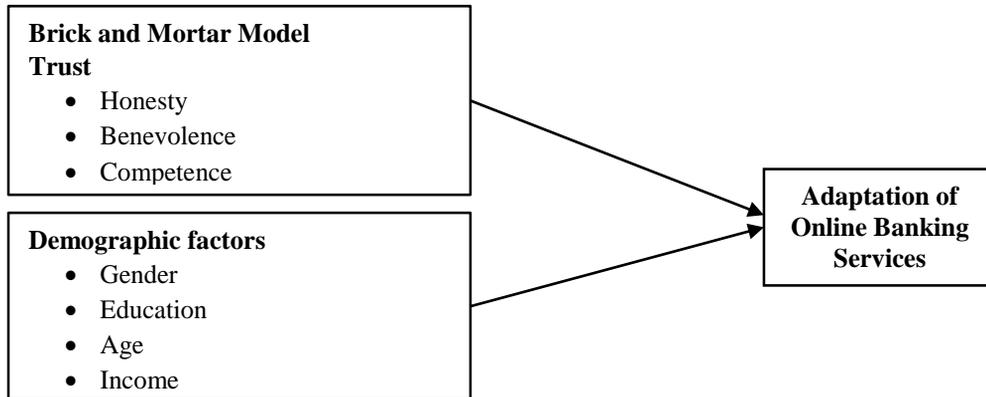


Figure 1: Theoretical Framework

H1: The higher the level of trust on the Bricks-and-Mortar division the higher the probability of the appropriation of the adoption of the online services offered by the same bank.

H2: Demographic has the significant impact on the adaptation of the online banking services

H2₁: Gender has significant impact on the adaptation the online banking services

H2₂: Education has the significant impact on the adaptation of the online banking

H2₃: Age has the significant impact on the adaptation of the online banking

H2₄: Income has the significant impact on the adaptation of the online banking

3 Methodology

This chapter discusses sampling method and data collection process and techniques of the study.

3.1 Sampling Method and Sample Size

This study uses the quantitative and deductive research approach; to collect data from 400 customers of both the Islamic and conventional bank that distribute their services by traditional channels as well as on the internet in Rawalpindi and Islamabad.

3.2 Data Collection Process and Technique

Primary data was collected through questionnaire. The study has used the five point Likert scale. Multiple linear regression technique was used to analyze the impact of Brick and Mortar trustworthiness attributes (honesty, benevolence and competence) and Socio-demographic factors (gender, education, age and income) on the adaptation of the online banking services of the same traditional bank.

4 Findings and Discussion

This chapter discusses the results of demographic analysis, reliability analysis, descriptive analysis, Pearson correlation and multiple linear regression.

4.1 Demographic Analysis

According to this analysis females are more positive attitude towards the adaptation of online banking of the same traditional bank than the males. Those females are having bachelor's level education, and their aged between 20-29 years old. They are full time employed. These females are using the services of the private banks.

Table 4.1: Demographic Analysis

Variable	Frequency	Percentage
Gender		
Male	14	37%
Female	252	63%
Education		
Matric	8	2%
Intermediate	35	9%
Bachelors	260	65%
M.Phill	89	22%
PhD	8	2%
Age		
20-30	250	62%
30-39	92	23%

40-49	33	8%
50-59	17	5%
60 and above 60	8	2%
Occupation		
Part time employment	33	8%
Full time employment	240	60%
House wife	26	7%
Students	81	20%
Seeking employment	14	3%
Retired	6	2%
Banks		
Public	91	22%
Private	240	60%
Islamic	61	18%

4.2 Reliability Analysis

To check the internal reliability of the items of the variables with the help of Cronbach's alpha is computed in the SPSS. The value of the Cronbach alpha should be greater than the 0.6 (Hair et al., 2006). The result of reliability measure in Table 4.2 shows that all items of the variables are consistent with each other.

Table 4.2: Results of Reliability Analysis

Variables	Items	Cronbach's
Trust (T)	6	0.762
Adoptation of online banking (ADPB)	8	0.840

4.3 Descriptive Analysis

In the Table 4.3 Descriptive Analysis, shows the value of Skewness should lie between +1 to -1 and kurtosis should be lie between +3 to -3 to prove the normality of the data (Cooper, & Schindler, 2008). According to this Table 5.3 all the values are in the range and data is normally distributed. This shows that no outlier in the study (McDowall & Saunders, 2010).

Table 4.3: Results of Descriptive Statics

Construct	Skewness	Kurtosis
Trust (T)	0.333	0.481
Adoptation of online banking (ADPB)	0.586	0.603

4.4 Correlation Analysis

Correlation analysis is utilized to understand the degree to which change in one build is related with change in other construct. According to this study Trust (T) and adoption of the online banking shows the positive, medium and significant relationship ($r = 0.376^{**}$ $p = 0.000$).

While, demographics such as gender (GD) has statistically insignificant relationship with the adoption of the online banking (ADPB), ($r = -0.038$, $p < 0.448$, because p value is greater than 0.05). Education (ED) shows the significant, negative and weak relationship with the adoption of the online banking (ADPB),($r = -0.168^*$, $p > 0.001$), as p value is smaller than 0.05. On the other hand, age bracket (AG), ($r = 0.033$, $p = 0.506$) and income (IN), ($r = -0.042$, $p < 0.404$) has also shows the statistically insignificant relationship with the adoption of the online banking, (ADPB), as the p value is greater than 0.05.

Table 4.4: Results of co relationship analysis

Construct	T	GE	ED	AG	IN	ADPB
Trust (T)	1					
Gender (GE)	-.065	1				
Education (ED)	-.020	-.185**	1			
Age (AG)	.049	-.321**	.135**	1		
Income (IN)	.063	-.260**	.236**	.302*	1	
Adoptation of online banking (ADBP)	.367**	-.038	-.168**	.033	-.042	1

Note: ** Correlation is significant at the 0.05 level (2-tailed).

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

4.5 Regression Analysis

The main aim of this analysis to explain the future pattern of the dependent construct with the assistance of independent construct. The findings of the Table 4.5 shows the regression analysis, in which the value of R square shows that the 42.5% variation in dependent variable due to the independent variables such as Trust (T), gender (GE), education (ED), age (AG) and income (IN) in Pakistan and other 57.5% variation are explained by the other factors, which is outside the model.

Table 4.5: Results of Regression Analysis

	B	β	Sig
Constant	1.273		.000
Trust (T)	.116	.089	.043**
Gender (GE)	-.038	-.025	.548
Education (ED)	-.141	-.130	.001*
Age (AG)	.026	.033	.425
Income (IN)	-.033	-.060	.154

Note: $R^2=.425$; $F(2,398)=36.251$; $p=0.000$, *** $p\leq 0.1$; ** $p\leq 0.05$; * $p\leq 0.01$

$$Y_1 = .116 X_1 - .038 X_2 - .141 X_3 + .026 X_4 - .033 X_5$$

Y= Adaptation of the online banking (ADPB) is measured by Trust (T), and Demographics variables such as the Gender (GE), Education (ED), Age (AG) and income (IN).

The beta value of the trust .116 which shows that one unit increase in Trust (T) which leads to 11.6% increase in the adaptation of the online banking (ADPB). The relationship is accepted at 5% ,and significance value is .043 which is near to significant (Sekaran, 2003). According to this study as the trust increases on the traditional bank due to the components of the trust i.e. honesty, benevolence and competence, then customers adopt the services offered by the same bank on internet in Pakistan. When the people have the positive feelings about the personal and financial data, which is provided by the consumer to the bank it would be protected. For that large number of the people uses the online banking services offered by the same bank on internet.

Therefore the H_1 is accepted. The result of this research is supported by the other different studies which clarifies that trust is a critical factor and it affects the Ghanaian client intension to adopt online banking services. It was additionally discovered by Woldie et al (2008) in a same report in Ghana that legitimately clarifies that when the trust element is high, so the clients are more eager to adopt the online banking services. Furthermore, the trust has the significant impact on the adaptation of the online banking. According to Vietnam by Chong et al (2010) this study was conducted in the Germany. It is the developed countries where the people have more trust on their traditional services and they are more secure to conduct their transactions online.

The beta value of the gender (GE), (B = -0.038) which shows that one unit increase in gender (GE), which leads to -0.038% decrease in the adaptation of the online banking (ADPB). The p value ($p = 0.548$) which shows the insignificant relationship between the both constructs (Sekaran, 2003). According to this study the Gender has insignificant impact on the adaptation of the online banking in Pakistan. It is one of the developing countries and there are the late adopters of the technology Shabbir et al (2016).

Therefore $H2_1$ is rejected. The beta value of the education (B = -0.141) which shows that one unit increase in education (ED), which leads to -14.1% decrease in the adoption of the online

banking (ADBP).The result is accepted at 1% ($p = 0.001$) which shows that the negative and significant relationship between the both constructs (Sekaran, 2003).According to this study the education level increases but consumers are not inclined towards the adaptation of the online banking service in Pakistan. It is one of the developing countries where the quality of the technology is not efficient as in the developed countries, most of the times links are down, huge amount of the money is not transferred as early as consumer wants, there is an electric short fall. So it is the time consuming activity in Pakistan.

Therefore H_{2_2} is accepted. The beta value of Age (AGE), ($B = 0.026$) which shows that one unit increase in the Age (AG) bracket which leads to 26% decrease in the adaptation of the online banking. ($p = 0.425$) as p value is greater than 0.05, which shows the insignificant relationship between the both constructs (Sekaran, 2003). It means that the increase in the income will negatively relate with the ADBP in Pakistan.

According to this study the age (AG) also shows the negative and insignificant impact on the ADBP in Pakistan. As the age of the consumers is increases they have lack of computer skills in Pakistan. If the banks will provide the training sessions, and awareness program, by this the attitude of the people will positively adopt the web banking services.

Therefore H_{2_3} is rejected. The beta value of the Income (IN), ($B = -0.033$) which shows that one unit increase in the income level (IN) which leads to -.033% decrease in the ADBP.The p value ($p = 0.154$) is greater than 0.05, which shows the insignificant relationship between the both constructs (Sekaran, 2003). It which means that the increase in the income (IN) is negatively impact on the ADBP in Pakistan. The income of the consumers increases but the attitude of the consumers are not willing to adopt the banking services, because in Pakistan consumers are not tax payers. When they done their financial activities with the help of online services almost on Rs.50, 000 .6% deductions are made by the Government.

Therefore H_{2_3} is rejected. The results are supported by the study (Zheng and Yonghong, 2005) that the gender (GE), age (AG) and income (IN) has insignificant impact on the adaptation of the online banking services in Nigeria. It is one of the developing countries, where trust is the main obstacles because monetary transactions are involved. For this reason people are not willing to adopt the online banking services. The other study also shows the same result that there is insignificant relationship between the age group (AG) and educational level (ED) on the adaptation of the online this study was in Zimbabwe. According to this study the electronic banking service is not reliable as well as it is more costly (i.e., messaging, browsing, downloading, and purchasing services), for this people are not towards the adoption of the online banking services (Shabbir 2015, 2016).

The results of the study is contradictory with the present study that the demographic factors have significant impact on the adoption of the online banking services (Al-Ashban & Burney, 2001; Karjaluoeto et al, 2002; Sathye, 1999), this study explains that those consumers they are having high educational level, they have good computer skills, that shows the positive and

significant relationship between both constructs. On the other hand, this study also shows the contradictory results that reported in Flavia'n et al. (2006) shows that the male are more inclined towards the adoption of the online banking services as compared to the females, because in turkey women's are household, all the transactions are performed by the males as it is one of the developing nation. Akinci et al.'s (2004) findings in Turkey show that the significant relationship between the age and adoptability that the old age people are more likely to use the online banking, because it is hard to go the branch of the bank and use the traditional services. According to this study (Karjaluo et al., 2002; Mattila et al., 2003; Sathye, 1999) the results are contradictory to the present study that shows those who have high income they are more likely to use the online banking services, they perform the large numbers of the monetary transaction. For this they can't go again and again to get the online services.

5 Conclusion and Recommendation

Banking sector relies heavily and sustainably influenced by the development of the internet and new technology. With the help of the new technology the banks can easily perform their internal and external activities in a very efficient way. When the internet is used by the financial firms, and provides their services to the customers, that are called online banking (Carlos Flavia'n, 2006). This investigation clarifies the two most important factors for the adaptation of the online banking service in Pakistan. The first one is the consumer's trust along with the socio demographic. The examination clarifies that the new approach demonstrates that the more the trust on the traditional banking due to the trustworthiness attributes such as, honesty, benevolence and competence then the more customers used the financial services offered by the same bank on the internet. The result of the study showed that the Brick and Mortar trustworthiness attributes have positive and significant impact on the adaptation of the online banking services.

According to this study the second important factor that is demographic factors such as gender, age and income shows the insignificant impact on the adaptation of the online banking services. However the higher level of the education inversely impacts the adaptation of the online banking service. For the future research, the market segmentation is very important for offering the efficient products and services to the consumers. Unlike the other countries, in Pakistan the less educated community is more inclined towards the adaptation of online banking then the highly educated people. Who find it less convenient due to the less efficient technology and the services are not user friendly i.e. online services are usually down and people find these services are hectic. There is a need to target the population in a certain manner, that the products and services are designed according to the needs and wants of less educated people.

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