



The 3rd International Conference on Contemporary Issues in Management and Administrative Sciences Proceeding Book

Editors

Dr. Adeel Nasir

Dr. Sobia Hassan

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3rd International Conference

on
Contemporary Issues in Management & Administrative Sciences



Prof. Dr Uzma Qureshi
Vice Chancellor



Dr. Adeel Nasir
Chairperson



Dr. Sobia Hassan
Incharge

Innovating Management for a Sustainable future

2nd to 4th December 2024

FACULTY OF MANAGEMENT & ADMINISTRATIVE SCIENCES
LAHORE COLLEGE FOR WOMEN UNIVERSITY



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MANAGEMENT & ADMINISTRATIVE
SCIENCES



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Faculty of Management and Administrative Sciences, Lahore College For Women University, Lahore Pakistan

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Welcome Message

Esteemed Guests, Distinguished Faculty, Respected Scholars, and Dear Participants,
It is with great pleasure and honor that I welcome you all to the 3rd International Conference on Contemporary Issues in Management and Administrative Sciences. This conference is a testament to our collective commitment to academic excellence and intellectual discourse.

First and foremost, I would like to express our sincere gratitude to our esteemed guests who have graced this occasion with their presence. I extend my heartfelt thanks to our Vice Chancellor, Prof. Dr. Uzma Quraishi, for her unwavering support and guidance.

We are deeply honored to have Mr. Mian Abuzar Shad, the esteemed President of the Lahore Chamber of Commerce & Industry, as our Chief Guest. His invaluable insights and industry expertise will undoubtedly enrich our discussions.

I would also like to acknowledge the presence of our distinguished guests from academia:

- Prof. Dr. Mubbsher Munawar Khan, Dean, Faculty of Commerce, University of the Punjab
- Prof. Dr. Hafiz Zafar Ahmed, Principal, Hailey College of Commerce
- Prof. Dr. Muhammad Mudassar Gafoor, Director, University of the Punjab, Gujranwala Campus
- Prof. Dr. Salman Rizavi, Professor, Hailey College of Commerce
- Prof. Dr. Yaamina Salman, Professor, Institute of Administrative Sciences
- Prof. Dr. Ather Azim Khan, Registrar, Virtual University
- Prof. Dr. Rana Muhammad Ayub, Professor and Chairperson, UVAS Business School
- Dr. Shahid A Zia, Director, Akhuwat Institute of Social Enterprise & Management

We are also privileged to have a distinguished panel of international speakers:

- Dr. Ibrahim Rashid Al Shams, Dean, University of Buraimi
- Dr. Muhammad Tayyab Safdar, University of Virginia
- Dr. Umair Akram, RMIT Vietnam University
- Dr. Aman Ullah, University of Melbourne
- Prof. Adriana Burleaschiopoiu, University of Craiova
- Kürşat Çapraz, InTraders Academic Platform, Türkiye
- Dr. Miheala Pop, Titu Maiorescu University Targu Jiu, Romania

Their expertise and global perspective will undoubtedly elevate the quality of our discussions. As we gather here today, we witness a fascinating interplay of tradition and innovation, where the timeless principles of management intersect with the cutting-edge technologies of the 21st century. While Artificial Intelligence is rapidly reshaping industries, the human element, the entrepreneurial spirit, and the power of innovation remain indispensable.

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This conference aims to explore a wide range of contemporary issues, including:

- Emerging trends in Finance, Islamic Finance, and Accounting
- Sustainable Development and Innovation in Organizational Psychology
- Emerging Trends in Leadership
- Shaping the Future of Management and Administrative Sciences towards 2030
- Advancement in Marketing Challenges
- Innovation and Sustainability in the Digital Age
- Strategic Role of HR in Organizational Success

With over 118 articles and colloquium presentations, evaluated by 100 experts, we are confident that this conference will generate insightful discussions and foster meaningful collaborations. Let us embrace this opportunity to delve into the complexities of the modern business world. Together, we can identify challenges, explore innovative solutions, and shape the future of management and administrative sciences.
Thank you.

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National Speakers



Prof. Dr. Muhammed Kashif (Dean /Professor)

**Institute of Business Management Karachi
Specialization: Behavioral Finance**

Prof. Dr. Muhammad Kashif is seasoned academia researcher and an administrator with a distinguished career in Economics and Finance. Holding PhD from Adam Smith Business School University of Glasgow Scotland UK. Dr. Kashif has demonstrated a strong academic background and expertise in the field of Finance and Economics.

His qualifications include a Master's in Financial Economics with a specialization in Finance from Adam Smith Business School, University of Glasgow, Scotland UK and an MBA with a focus on Finance. Dr. Kashif also holds a Bachelor's Degree with a specialization in Mathematics and Economics from the University of Baluchistan, Pakistan. In addition to his academic pursuits, Dr. Kashif has held key administrative roles, including Dean of the Faculty of Management Sciences and Head of Department at SZABIST University, Pakistan. In these leadership positions, he has exhibited exceptional organizational and management skills, overseeing academic programs for national and international accreditation, building faculty portfolios as per international standards, and managing publications.

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Prof. Dr. Muhammad Mudassar Gafoor
University of Punjab (Gujranwala Campus)
Specialization: Organization Behavior

Prof. Dr. Muhammed Mudassar Gafoor is currently serving as a Director General University of the Punjab Gujranwala Campus. He is also Serving as a Director in Pothohar campus in Gujar Khan.

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Prof. Dr. Rana Muhammad Ayub

Chairperson: UVAS Business School Lahore
Specialization: Islamic Banking

Prof. Dr Rana did his PhD in Marketing from Hull University Business School (HUBS), University of Hull, England, UK. His PhD is on consumer alienation towards Halal. His main research interests include ethnic marketing, food marketing and Islamic marketing. Being an academic, he has tutored the marketing modules to different levels and worked as Research Assistant at HUBS, UK till November 2013.

Prof. Dr Rana holds MBA degree and PGD (Post Graduate Diploma) from IBA, University of the Punjab. His previous qualification includes DVM (Doctor of

Veterinary Medicine) and MSc. (Hons.) from UVAS, Lahore. He joined this university in 2004 and was awarded as Best faculty member for the year 2008 at UVAS, Lahore. He secured FFC (Fauji Fertilizer Company) merit-based scholarship for his MBA studies. He has around 20 research papers in ABS ranked and HEC recognized journals on his credit. Notably, he has published in British Food Journal (BFJ), Studies in Higher Education, International Journal of social entrepreneurship and innovation, JAPS, PVJ etc. Some of his research work has been published as a couple of books from a publishing house of Germany. He has attended and presented his research work in UK, Malaysia, Turkey, UAE, Germany and Pakistan in more than 10 international conferences.

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Dr. Khalid Aziz

**Senior Manager in Agribusiness
Rafhan Maize Products Co. Ltd., Faisalabad**

Dr. Khalid Aziz has worked for more than 36 years in industry, university, and Govt. organizations, His strength features are high level of responsibility; strong believe in work ethics and ability to keep up with fast moving targets. He has headed the department for the development and procurement of maize from around 1000 growers of Punjab, Sindh & KPK. He has worked as head of Agribusiness department in Rafhan Maize Products Co., Faisalabad, which is an affiliate of INGREDION Chicago, USA, operating in more than 40 countries.



Prof. Dr. Athar Azim Khan

Registrar (Virtual University of Pakistan)

Dr. Ather Azim Khan is currently working as Registrar of Virtual University of Pakistan. Dr. Ather Azim Khan worked as Dean, Faculty of Management and Administrative Sciences, University of Sialkot. He has a Ph.D. in microfinance and is a fellow member of the Institute of Cost and Management Accountants of Pakistan. He has authored books and published several research articles. His main research areas are microfinance, investments, and finance. He has about 27 years of work experience in academia and in the corporate world, where he worked as Director Finance and Chief Accountant in different organizations. Dr. Ather worked at the University of Central Punjab as Dean, Faculty of Commerce; Director, School of Accounting and Finance; and Associate Dean, Faculty of Management Studies. He was the Director of the Volunteers in Service program of UCP, which he initiated in the university.

He was the editor of the research journal Paradigms of UCP and Co-Chair of ICIBM. He is a member of several national boards and committees: Committee to Review the Parameters Defined to Improve the Quality and Promotion of Research Journals, Punjab Higher Education Commission-PHEC; National Curriculum Review Committee-NCRC of HEC; Selection Boards of several universities; External MS program evaluator for HEC; External evaluator for universities for relevancy cases; HEC's Joint Consultative Group for Research Journals (Management Sciences); Member of several Selections Boards of Public Sector universities; Budget and Finance Committee of The Punjab Educational Endowment Fund-PEEF. He is an approved HEC for Editors of Social Sciences' Journals, several banks, government organizations such as MPDD, PEEF, NPO, etc. Dr. Ather is a certified trainer of UNODC and also a member of the core working group of the GIE Program of UNODC in Pakistan.

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Mr. Qaiser Abbas (Motivational Speaker)

Qaiser Abbas is a renowned motivational speaker, author, and organizational psychologist from Pakistan. He is the founder and Chief Inspiring Officer of Possibilities, a platform focused on personal and organizational growth. Known for his dynamic and innovative training methods, Qaiser has introduced concepts such as “trainment” and “Management By Adventure” to make learning engaging and impactful. His career journey is an inspiring tale of overcoming challenges. From working in canteens to make ends meet to becoming a bestselling author, Qaiser has achieved significant success. His book *Made in Crisis* was nominated for the Business Book of the Year award. Through his programs like “Tick Tick Dollar,” he helps individuals and organizations discover their purpose and passion. Qaiser has trained and coached leaders from over 200 companies worldwide, including Fortune 500 firms like Nestlé, Coca-Cola, and Unilever.

Additionally, Qaiser is deeply committed to social causes. He donates the income from his books to support the education of underprivileged students and has trained coaches globally. His life and work focus on building trust, developing leadership, and inspiring purpose-driven living.



Dr. Aisha Azhar

Acting Dean: School of Governance and Society

Dr. Aisha Azhar, a Fulbright Scholar, has completed her PhD and master's degrees in public administration & policy from Florida State University (FSU), USA. Dr. Azhar was awarded for the fellowship of BIARI 2017 (USA) for the Humanitarian Response and Post-Conflict Reconstruction, a competitive award for one representative from each country. Since then, she is working, as affiliated researcher, with Brown

University's Humanitarian Innovation Initiative' at their Watson Institute of International and Public Affairs. Dr Azhar has undertaken several funded projects, as principal investigator, on women empowerment (PUAN-USAID); PA education in Pakistan (Aga Khan) and more recently the Humanitarian Innovation Initiative (HI²). Dr. Azhar has published extensively in national and international journals. Her most notable publications appeared in Public Administration Review, International Journal of Disaster Risk Reduction, and Sustainable Development.



Dr. Shahid A. Zia

**Chairman at Fountain House Corporate Communications
Director at Akhuwat Institute of Social Enterprise
Management Council Member at Marketing Association Pakistan**

Dr. Shahid is an entrepreneur ready to experiment risks, challenges, accept failures and move on. He is a Change Agent which always strive to make a difference. He is also an Educator desiring to be Effective not a traditionalist.

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Prof. Dr. Mubbsher Munawar Khan

**Dean, Faculty of Commerce
University of the Punjab, Lahore**

Dr. Khan has done PhD in International Marketing from Vienna University of Economics and Business, Austria with distinction. He is the first PhD on Halal Marketing. He achieved the Emerald Literati Outstanding Paper Award 2017 for his research paper. He has won the 1st Best Paper Research Award in 5th Global Islamic Marketing Conference: Asia Leads the World 2014, Kuala Lumpur, Malaysia.

His doctoral research titled “Conceptualizing Consumer Animosity: In-Group Reactions to Out-Group Focused Endorsement” has been chosen by European Journal of Marketing, as Highly Commended Award Winner of the year 2011 for ”Emerald/EFMD Outstanding Doctoral Research Awards”. He was a guest speaker in World of Halal Science Industry and Business-ANUGA International Conference, Cologne, Germany. He has also presented his research papers in various other high ranking international conferences in Austria, Australia, France, Germany, Malaysia, Norway, Turkey, UK and USA. His research papers have been published in various national and international high ranking journals.

Currently, he is Professor and Dean at Hailey College of Commerce, University of the Punjab, Lahore. He is chairperson of Board of Studies (BOS) in Hailey College of Commerce, University of the Punjab, and Department of Business Administration, Virtual University of Pakistan. He is also member of many academic bodies like: Board of Faculty of Commerce and Board of Faculty of Economics and Management Sciences, University of the Punjab, Lahore; BOS, Hailey College of Commerce, University of the Punjab, and BOS, Faculty of Management Sciences, Lahore College for Women University, Lahore. He has been Dean, Faculty of Commerce, University of the Punjab and member of various international bodies like: Editorial Board of Academy of Business and Retail Management, London, UK; Academy of Marketing Sciences, New York, US and European Marketing Academy, Brussels, Belgium. He had also been member of Punjab University Syndicate, Senate and Academic Staff Association.

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International Speakers



Dr. Umair Akram (Associate Professor)

**RMIT University (Thanh Pho Ho Chi Minh Vietnam)
Specialization: Leadership**

Dr Umair Akram is currently serving as resource Person / Researcher in Digital Marketing at SBM. Before Joining RMIT, he had over 6 years teaching experience in China and Pakistan. He worked as an Associate Professor at school of management, Jiangsu University. He has completed his post-doctoral fellowship from Guanghua School of Management, Peking University China.

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Prof. Dr. Ibrahim Rashid Al Shams

Dean: College of Business, University of Buraimi (Oman)
Specialization: Public Policy & Governance

Ibrahim Rashid Al Shamsi is an Associate Professor and Dean in College of Business, University of Buraimi (UoB), Sultanate of Oman. His areas of specialization include Business, human resource management, and other management related subjects. He obtained his master in Business Administration from UK and PhD in Business Administration from Malaysia. He has been in academics since 2006 and is an active researcher as main author and co-author of many indexed journals. Besides, he also serves indexed journals as a Reviewer and is involved in various academic and research tasks. Before joining aca.

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Dr. Aman Ullah (Assistant Professor)

**University of Melbourne (Australia)
Specialization: Public Policy & Governance**

Aman holds PhD in Management from Deakin Business School, Deakin University, demonstrating his academic foundation in the field. He supplemented his academic qualifications with a Graduate Diploma in Pedagogy (professional teaching qualification) from the Melbourne Graduate School of Education, the University of Melbourne, reflecting his dedication to pedagogy and teaching excellence.

Also, he completed the Tutoring in Business and Economics (TBE) program from WCLA, Faculty of Business and Economics, the University of Melbourne.

He is part of the WCLA team as a peer mentor, contributing positively to teaching excellence at the Faculty of Business and Economics. Aman has proven track record in subject coordination, curriculum design, LMS maintenance, student support, and delivering both face-to-face and online education that aligns with the desired skills for his position.

Aman holds PhD in Management from Deakin Business School, Deakin University, demonstrating his academic foundation in the field. He supplemented his academic qualifications with a Graduate Diploma in Pedagogy (professional teaching qualification) from the Melbourne Graduate School of Education, the University of Melbourne, reflecting his dedication to pedagogy and teaching excellence.

Also, he completed the Tutoring in Business and Economics (TBE) program from WCLA, Faculty of Business and Economics, the University of Melbourne.

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Dr. Muhammad Tayyab Safdar (Assistant Professor)

**University of Virginia (USA)
Specialization: AI in Business Innovation**

Tayyab Safdar completed his MPhil and PhD in Development Studies from the University of Cambridge. His current research explores the emerging dynamics of South-South Development Cooperation, especially after the launch of China's Belt and Road Initiative (BRi) in 2013. His research also looks at the economic and political dimensions of increasing Chinese investment on host countries that are a part of the Belt & Road Initiative (BRI), focusing particularly on the China Pakistan Economic Corridor (CPEC). Tayyab's research has been published in the Journal of Development Studies and Energy for Sustainable Development.

Prior to joining UVA, Tayyab was a Newton Trust Post-Doctoral researcher at the Centre of Development Studies, University of Cambridge.

This course provides an introduction to the concept of globalization, looking at the effect of economic globalization across different regions and countries in the developing world. The course's main focus is on understanding the drivers of increasing South – South development cooperation. Using empirical evidence from initiatives such as the China-led Belt and Road Initiative (BRI), the Shanghai Cooperation Organization as well as the BRICS block, the course delves deeper into the emerging dynamics of increasing South-South cooperation, the main drivers of this cooperation, the sectors where cooperation is increasing, the modes of cooperation that have emerged between developing countries and the opportunities as well as challenges that exist for smaller developing countries.

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Adriana BURLEASCHIOPOIU (Prof. Dr.)

**University of Craiova, Romania
Specialization: Entrepreneurship**

She is working as Professor [Assistant (February 1991-1994), Lecturer (1994-1997), Ph.D. Reader (1997-2001)] at University of Craiova, 13, Street A.I. Cuza. 200585, Romania <http://www.ucv.ro>. She is involved in teaching and research in Public Management, Human Resources Management, Project Management, Social Audit, Corporate Social Responsibility, Ethics, Methodology, Consumer Behavior, Talent Management and Career, Negotiation Techniques



Kürşat Çapraz

**Director of InTraders Academic Platform
Publisher of InTraders International Trade Academic Journal, Conference Books
and Book Chapters.
Specialization: Labor economics.**

Mr. Kursat Capraz is working at Sakarya University, Türkiye since 2008. Director of InTraders Academic Platform. He Graduated Master in International Trade. He is in PhD process of labor economics and industrial relations. His area of interest is foreign trade, increasing the efficiency of foreign trade and foreign market research. In last 6 years he conducted 12 international conferences, project coordinator of 14 international books (book chapters), Conduct 3 social responsibility project around the world and start an InTraders International Trade Academic Journal Journal.

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Dr. Mihaela Pop

University Lecturer
Faculty of Law and Economic Sciences - Targu Jiu "Titu Maiorescu" University
Targu Jiu, Romania
Specialization: Administrative law, Civil law, international law, General theory and European Union Law

Dr. Mihaela Pop is a Doctor in Law and is a distinguished academic and legal expert specializing in Civil law, Private International law, European Union law, and related fields. Her contributions span teaching, research, and professional consultation, demonstrating a commitment to advancing legal education and practice.

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Faculty of Management and Administrative Sciences, Lahore College for Women University	
Day 1 (Monday, 2 nd of December 2024)	
Inaugural Ceremony Iqra Auditorium	
10:00 a.m. - 10:10 a.m.	Recitation and National Anthem
10:10 a.m. - 10:25 a.m.	Keynote Speech: Dr. Ibrahim Rashid Al Shams
10:25 a.m. - 10:40 a.m.	Keynote Speech: Dr. Muhammad Tayyab Safdar
10:40 a.m. - 10:55 a.m.	Keynote Speech: Dr. Umair Akram
10:55 a.m. - 11:10 a.m.	Keynote Speech: Dr. Aman Ullah
11:10 a.m. - 11:25 a.m.	Keynote Speech: Professor Adriana Burleaschiopoiu
11:25 a.m. - 11:30 a.m.	Welcome Remarks by Dr. Adeel Nasir , Chairperson, Department of Management Sciences, LCWU
11:30 a.m. - 11:35 a.m.	Welcome Remarks by Dr. Sobia Hassan , Incharge, Department of Public Administration, LCWU
11:35 a.m. - 11:45 a.m.	Welcome/Opening Note by Prof. Dr. Uzma Quraishi , Vice Chancellor, Lahore College for Women University
11:45 a.m. - 11:55 a.m.	Opening Address by Chief Guest Mr. Mian Abuzar Shad President, Lahore Chamber of Commerce & Industry (LCCI)
Keynote Session by National Speakers (Moderator: Dr. Saqib Rehman)	
11:55 a.m. - 12:10 p.m.	Keynote Speech: Prof. Dr. Mubbsher Munawar Khan
12:10 p.m. - 12:25 p.m.	Keynote Speech: Prof. Dr. Hafiz Zafar Ahmed
12:25 p.m. - 12:40 p.m.	Keynote Speech: Prof. Dr. Muhammad Mudassar Gafoor
12:40 p.m. - 12:55 p.m.	Keynote Speech: Prof. Dr. Salman Rizavi

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12:55 p.m. - 01:10 p.m.	Keynote Speech: Prof. Dr. Yaamina Salman
01:10 p.m. - 01:25 p.m.	Keynote Speech: Prof. Dr. Ather Azim Khan
01:25 p.m. - 01:40 p.m.	Keynote Speech: Prof. Dr. Rana Muhammad Ayub
01:40 p.m. - 01:55 p.m.	Keynote Speech: Dr. Shahid A. Zia
01:55 p.m. - 02:00 p.m.	Souvenirs Distribution and Group Photo
Lunch Break: 02:00 pm – 3:00 pm	
Faculty of Management and Administrative Sciences Lahore College for Women University	
Day 2 (Tuesday, 3rd of December 2024)	
Venue I: Seminar Room (Department of Management Sciences and Public Administration)	
10:00 a.m.- 10:05 a.m.	Recitation of Holy Quran
10:05 a.m.- 11:30 a.m.	Session 1: Emerging trends in Finance, Islamic Finance and Accounting <u>Session Chairs</u> Dr. Ammara Sattar and Mr. Tabassum Riaz <u>Co-Session Chair</u> Dr. Shaista Jabeen <u>Moderators</u> Minahil Khan and Maham Latif Paper 1: CIMAS-2024-01 Regulator's Approach Based Asset Quality and the Financial Performance Evidence from Pakistan's Public Sector Commercial Banks' Loan Portfolios Paper 2: CIMAS-2024-04 Topic Modelling to Assess Corporate Climate Risk Adaptation Practices: A Case of Emerging Economy Paper 3: CIMAS-2024-05 Region based Behavioral Biases in PSX. How Fear of messing out mediate and generation moderate the link? Paper 4: CIMAS-2024-07 The Impact of Islamic Banking Towards Customer Satisfaction In Pakistan

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	Paper 5: CIMAS-2024-21 Driving Innovation through Fintech Adoption: A Study on Chinese SMEs Paper 6: CIMAS-2024-76 An empirical investigation of the Crypto market dynamic returns and volatility Paper 7: CIMAS-2024-74 The impact of Banking Sector Resilience on Financial Stability: The moderating role of Environmental, Social and Governance (ESG) factors. Session Chair and Co-Chair Remarks Certificate Distribution Souvenir Distribution & Group Photo
11:30 a.m.- 12:00 noon	Break (Refreshment)
02:00 p.m.- 03:30 p.m.	Session 2: Sustainable Development and Innovation in Organizational Psychology (Venue: Seminar Room) <u>Session Chairs</u> Dr. Muhammad Usman and Dr. Sabra Munir <u>Co-Session Chair</u> Ms. Rabia Aslam <u>Moderators</u> Ayesha Majeed and Mishal Andleeb Paper 1: CIMAS-2024-71 The impact of diversity management practices on organizational innovation, exploring the mediating role of inclusive work climate and moderating effect of organizational culture. Paper 2: CIMAS-2024-19 Gender-Based Analysis of Psychological Factors among College Students Paper 3: CIMAS-2024-39 Green innovation In Green dynamics Paper 4: CIMAS-2024-78 Nexus between work disruption, work life conflict and psychological contract breach: applying conservation of resources theory Paper 5: CIMAS-2024-84 Effects of Abusive Supervision on Employee Performance Paper 6: CIMAS-2024-73 Elevating Sustainable Business Performance (SBP) of IT Enterprises in Pakistan via Entrepreneurial Agility and its related Antecedents



	Paper 7: CIMAS-2024-35 Investigating the influence of ESG scores on Stock Returns, Firm Operating Performance and Equity Efficiency with a moderating role of Digital Transformation: A text mining-based analysis Session Chair and Co-Chair Remarks Certificate Distribution Souvenir Distribution & Group Photo
03:30 p.m. – 04:00 p.m.	Break (Refreshment)
Venue II: S-19 (Department of Management Sciences and Public Administration)	
10:00 a.m.- 10:05 a.m.	Recitation of Holy Quran
10:05 a.m.- 11:30 a.m.	Session 3: Emerging Trends in Leadership <u>Session Chairs</u> Dr. Rana Shahid Imdad Akash and Dr. Rizwan Qaiser Danish <u>Co-Session Chair</u> Dr. Nadia Noor <u>Moderators</u> Nida Nasir and Zahra Anwer Paper 1: CIMAS-2024-06 Achieving Excellence through Employees' Commitment and Work Engagement: Determining the role of Ethical Leadership, mediation of Organizational justice. Paper 2: CIMAS-2024-11 Exploring Leadership Styles and Its Implications in an Educational Organization Paper 3: CIMAS-2024-20 Creating a Path for Employee Wellbeing in the Service Industry through Empathetic Leadership. Paper 4: CIMAS-2024-30 The Impact of Toxic Leadership, Workplace Harassment, and Workplace Incivility on Turnover Intention: Exploring the Mediating Role of Psychological Well-being" Paper 5: CIMAS-2024-60 Transformational Leadership and change Management Paper 6: CIMAS-2024-22 Impact of Audit Committee Characteristics on Tax Aggressiveness: Evidence from Pakistan

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	Paper 7: CIMAS-2024-09 Public Policies and Governance Session Chair and Co-Chair Remarks Certificate Distribution Souvenir Distribution & Group Photo
11:30 a.m.- 12:00 noon	Break (Refreshment)
12:00 noon- 01:30 p.m.	Session 4: Shaping the Future of Management and Administrative Sciences towards 2030 (Venue: S-19) <u>Session Chairs</u> Dr Binish Mughal and Dr. Muhammad Ali Hamza <u>Co-Session Chair</u> Dr. Asvir Naveed <u>Moderators</u> Noor Ul Ain and Zahra Anwer Paper 1: CIMAS-2024-48 Exploring the Impact of Hygiene and Motivator Factors on Employee Retention Through Perceived Organizational Support Paper 2: CIMAS-2024-52 Survey: The Significance of Corporate Social Responsibility on Endurable Business Approaches Paper 3: CIMAS-2024-53 Exploring the Sequential Impact of Employee Responsiveness, Commitment, and Corporate Social Responsibility on Organizational Performance Paper 4: CIMAS-2024-54 Empowering Admin Support: Exploring Wages, Job Satisfaction, and Life Fulfillment

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	Paper 5: CIMAS-2024-58 Factors influencing job satisfaction and their behavioral outcomes. Paper 6: CIMAS-2024-15 The Evolving Role of Forensic Laboratories in Combating Sophisticated Financial Crimes: Challenges, Strategies, And Regulatory Implications Paper 7: CIMAS-24-16 The Role of Regulator in Developing Shariah-Compliant Corporate Entrepreneurial Eco-System in Pakistan. Session Chair and Co-Chair Remarks Certificate Distribution Souvenir Distribution & Group Photo
01:30 p.m.- 02:00 p.m.	Break (Refreshment)
02:00 p.m.- 03:30 p.m.	Session 5: Advancement in Marketing Challenges (Venue: S-19) <u>Session Chairs</u> Dr. Rana Majid Imdad Khan and Dr. Rana Nadir Idrees <u>Co-Session Chair</u> Ms. Anum Nazir <u>Moderators</u> Tahira Asif and Amna Khan Paper 1: CIMAS-2024-10 Shaping Brand Familiarity, Recognition, and Loyalty of a Place Through Brand Coolness Paper 2: CIMAS-2024-26 Brand loyalty impact Paper 3: CIMAS-2024-42 How Product Quality & Service Quality Impact on Customer Loyalty? When Element of Customer Satisfaction and Repeat Purchase Mediates. Paper 4: CIMAS-2024-51 Attachment of Brand Love Paper 5: CIMAS-2024-56 Customer Engagement on Purchase Decision through Social Media Marketing

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	Paper 6: CIMAS-2024-82 Impact of Social Media on Employee Satisfaction & Employee Performance Paper 7: CIMAS-2024-86 Mediating Customer Engagement: How Digital Strategies and Leadership Capabilities Drive Purchase Intentions. Session Chair and Co-Chair Remarks Certificate Distribution Souvenir Distribution & Group Photo
03:30 p.m. – 04:00 p.m.	Break (Refreshment)
Venue III: S-20 (Department of Management Sciences and Public Administration)	
10:00 a.m.- 10:05 a.m.	Recitation of Holy Quran
10:05 a.m.- 11:30 a.m.	Session 6: Sustainable Development and Innovation in Organizational Psychology <u>Session Chair</u> Dr. Amani Moazzam <u>Co-Session Chair</u> Ms. Syeda Hania Batool Naqvi <u>Moderators</u> Bushra Nawaz and Rabia Majeed Paper 1: CIMAS-2024-29 Employees Motivation affect organization productivity: Evidence for the need of resilience



	Paper 2: CIMAS-2024-34 How employee's resilience is enhancing job performance? An evidence for the need of resilience on the half of employees for better job performance Paper 3: CIMAS-2024-38 Sustainable Business Performance Paper 4: CIMAS-2024-64 A Triad of Information Technology Capability, Organizational Learning Capability, Knowledge Management Process Paving the Way for Organizational Innovation and Innovative Performance. Paper 5: CIMAS-2024-81 The impact of Work life balance, Procedural justice and Supervisor relationships on psychological meaningfulness and intention to leave Paper 6: CIMAS-2024-13 Significance of Blue Economy for Pakistan: Policy Implementation and Compliance Session Chair and Co-Chair Remarks Certificate Distribution Souvenir Distribution & Group Photo
11:30 a.m.- 12:00 noon	Break (Refreshment)
12:00 noon- 01:30 p.m.	Session 7: Sustainable Development and Innovation in Organizational Psychology (Venue: S-20) <u>Session Chairs</u> Dr. Faiqa Kiran and Dr. Sadia Shaheen <u>Co-Session Chair</u> Ms. Anum Nazir <u>Moderators</u> Bushra Nawaz and Rabia Majeed Paper 1: CIMAS-2024-46 Mediating Role of Organizational Agility in Enhancing Organizational performance Paper 2: CIMAS-2024-47 How does Working environment effect on productivity?

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	Paper 3: CIMAS-2024-50 Employee Performance: The Mediating Role of Organizational Engagement and Success Paper 4: CIMAS-2024-83 Exploring the Impact of Research Meaningfulness and Perceived Organizational Support on Turnover Paper 5: CIMAS-2024-43 The Relationship between Entrepreneurial Leadership and Sustainable Outcomes Session Chair and Co-Chair Remarks Certificate Distribution Souvenir Distribution & Group Photo
01:30 p.m.- 02:00 p.m.	Break (Refreshment)
02:00 p.m.- 03:30 p.m.	Session 8: Shaping the Future of Management and Administrative Sciences towards 2030 (Venue: S-20) <u>Session Chairs</u> Dr. Sehrish Farhan and Dr. Farah Amir <u>Co-Session Chair</u> Ms. Fatima Arif <u>Moderators</u> Habiba Shahid and Syeda Sidra



	Paper 1: CIMAS-2024-72 The Impact of Entrepreneurial Education on Entrepreneurial Career Adaptability with Mediating Role of Self Efficacy Paper 2: CIMAS-2024-57 Supply Chain Disruptions: Strategies for Business Resilience Paper 3: CIMAS-2024-61 Playful Work Design Paper 4: CIMAS-2024-62 Relationship Between Social Support, Social Media Usage, and Psychological Well Being among Undergraduates in Different Institutions of Punjab Evidence of the need for social media in Punjab University Paper 5: CIMAS-2024-63 Understanding the Effects of Entrepreneurial Intent on Business Success: The Mediating Role of Social Support and the Moderating Impact of Innovation” Session Chair and Co-Chair Remarks Certificate Distribution Souvenir Distribution & Group Photo
03:30 p.m. – 04:00 p.m.	Break (Refreshment)
Department of Applied Psychology, LCWU	
Venue IV: Iqra Auditorium	
9:30 a.m. – 9:35 a.m.	Recitation of Holy Quran

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9:35 a.m. – 9:40 a.m.	Recitation of Naat
9:40 a.m. – 9:50 a.m.	Opening Remarks: Chairperson Department of Applied Psychology
9:50 a.m. – 9:55 a.m.	Unveiling of Journal of Research in Psychology (JRP) Logo
9:55 a.m. – 10:00 a.m.	Departmental Video
10:00 a.m. – 10:05 a.m.	Talk by Motivational Speaker and Organizational Psychologist: Qaisar Abbas, Leadership Coach & Author
10:05 a.m. – 10:50 a.m.	Session 9: Quick Insights by Organizational Experts <u>International Keynote Speakers I:</u> Dr. Muhammad Asad Fayyaz Title: Academic Leader and Lecturer Department of computing and Mathematics, Manchester Metropolitan University, United Kingdom <u>International Keynote Speaker II:</u> Dr. Nazish Shabbir Title: Cultural Dynamics in Organizational Psychology: A Path to Sustainable Development, Research Support Officer, Monash University, Australia. <u>International Keynote Speaker III:</u> Dr. Kashif Fida Title: I-O Psychology 2.0: The Blueprint of Beyond in Corporate Settings, Post-Doctorate Research Fellow, School of Leadership, Andrews University, United States <u>Panel Discussion</u> Moderator: Prof Amina Muazzam Facilitator: Wajiha Ahsen Panelists: Dr. Ambreen Anjum, Associate Professor, Chairperson Department of Psychology, Virtual University of Pakistan Title: Fostering a Culture of Sustainability: The role of Organizational Psychology in driving innovative practices for sustainable goals in the higher education sector

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	Dr. Ayesha Sarfaraz, In-Charge, Department of Psychology University of Home Economics Title: Empowering Women: Navigating the Intersection of Career and Family Dr Haziq Mehmood, Acting Dean/ Assistant Professor School of Professional Psychology, University of Management and Technology Title: Job Crafting for Teaching Professionals: Reducing Stress and Promoting Well-being Among HEI Faculty for Sustainable Development Dr. Mahira Ahmad, Assistant Professor, Humanities Department. COMSATS University Islamabad, Lahore Campus Title: The Power of Balance: How Employees' Well-Being Fuels Organizational Sustainability. Syeda Ayesha Noor, Principal Lecturer, Department of Psychology, University of Central Punjab Title: Emotional Intelligence at Workplace Concluding Remarks
10:50 a.m. – 12:20 p.m.	Session 10: Scientific Session (Venue: Iqra Auditorium) <u>Session Chair:</u> Prof Dr. Ruhi Khalid Director of the Institute of Psychology at Beaconhouse National University <u>Co-Chair:</u> Prof Dr. Masha Asad Khan Dean Faculty of Social Sciences, Kinnaird college University <u>Moderator:</u> Ms. Mubeena Munir Facilitator: Sawera Nadeem Paper 1: Title: Breaking Barriers: Unveiling the Psycho-Social Challenges of Women Entrepreneurs in Pakistan Presenter: Aleena Khan, Amina Muazzam and Aqsa Shabbir Department of Applied Psychology & Department of Electrical Engineering, Lahore College for Women University. Lahore Paper 2: Dark Triad Personality as Predictor of Addictive Behaviour among University Students Presenter: Natalia Asad, Ayesha Sarfaraz and Ayesha Khalid, University of Home Economics, Lahore

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Paper 3: Frustration Intolerance, Job Satisfaction and Turnover Intention in Bank Employees
Presenter: Zainab Saleem and Ruhi Khalid, Beaconhouse National University Lahore

Paper 4: Bridging Gaps: Navigating Workplace Challenges for Women Engineers in Pakistan
Presenter: Iqra Asif, Amina Muazzam and Aqsa Shabbir Department of Applied Psychology & Department of Electrical Engineering, Lahore College for Women University. Lahore

Paper 5: Leadership styles as predictors of employee general health and organizational citizenship behavior
Presenter: Dr. Tehziba Kauser, Lecturer, Department of Applied Psychology, Lahore College for Women University.

Paper 6: Effect of school given opportunities and personal factors on adolescents mental well being
Presenter: Fatima Ali, Inaya Usman Kazi, Arwa Naveed, Crescent Model High School, Shadman Lahore.

Paper 7: Career Decision Making Difficulties as predictors of Stress.
Presenter: Fatima Abrar and Ayesha Sarfaraz, University of Home Economics, Lahore

Paper 8: Rethinking smart cities performance: toward a model smart city competitiveness index
Presenter: Anna Visvizi, SGH Warsaw School of Economics & Degree College–The American College of Greece, Warsaw Poland

Session Chair and Co-Chair Remarks

Certificate Distribution

Group Photo



12:20 p.m. –
01:35 p.m.

Session 11: Posters display on diverse themes of Organizational Psychology (Venue: Iqra Auditorium)

Round 1:

Poster Display by Semester 3 Section A

Auditorium Main

Session In-charge: Dr Maryam Gul

Facilitator: Zaymah Ahmad

Judges:

Dr. Shamim Fatima Associate Professor, CUI Lahore Campus

Dr. Farhat Nadeem Professor, Institute of Psychology, (BNU)

Announcement of Winners and Runner Ups

Prize Distribution

Certificate Distribution

Round 2:

Poster Display by Semester 3 Section B

Foyer A

Session In-charge: Dr Maryam Bawar

Judges:

Prof. Dr. Rudaba Hameed Former Chairperson, Department of Applied Psychology,
LCWU

Ms. Naila Sagheer Former Faculty, Department of Applied Psychology, LCWU

Announcement of Winners and Runner Ups

Prize Distribution

Certificate Distribution

Round 3:

Poster Display by Semester 3 Self-Support

Foyer B

Judges:



	Dr. Shireen Asad Former Director Students Affairs, Former Faculty Department of Applied Psychology, LCWU Eng Aqsa Shabbir Head Intermediate, Associate Professor Electrical Engineering Announcement of Winners and Runner Ups Prize Distribution Certificate Distribution
01:35 pm- 01:45 pm	Closing Ceremony Concluding Remarks and Vote of Thanks Shields Distribution and Group Photo
01:45 p.m. – 02:00 p.m.	Break (Refreshment)
02:00 p.m.- 03:30 p.m.	Colloquium (Venue: Iqra Auditorium) <u>Session Chair</u> Dr. Mian Sajid Nazir <u>Co-Session Chairs</u> Dr. Rabia Asif and Dr. Saqib Rehman <u>Moderators</u> Rida Iftikhar and Izza Khan Scholar 16: CIMAS-QR-24-7 Empowering Organizational Citizenship of Employee toward Environment: The Mediating Role of Green Management and Moderating Role of Inclusive Leader through Theory of Planned Behavior Scholar 17: CIMAS-QR-24-17 The Effect of Fraud Diamond on Financial Statement Fraud in Pakistani Manufacturing Companies: The Moderating Role of Political Connections Scholar 18: CIMAS-QR-24-18 Green Inclusive Leadership Fosters Green Creativity: The Mediating Role of Green Self-Efficacy Scholar 19: CIMAS-QR-24-20 Investigating the Impact of Experiential Value of AR on Green Destination Brand Love: The Mediating role of AR Psychological Engagement in Tourism Scholar 20: CIMAS-QR-24-11 Impact of Ethical Leadership on Employee Satisfaction: The Mediating Role of Workplace Happiness and Perceived Organizational Support Scholar 21: CIMAS-QR-24-13 Impact of Algorithmic HRM and AI Integration on

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	Organizational Performance: The Mediating Role of Competitive Advantage and Strategic Decision Making Scholar 22: CIMAS-QR-24-8 Exploring the Role of Green Training in Enhancing CSR and Sustainability Outcomes Session Chair and Co-Chair Remarks Certificate Distribution Souvenir Distribution & Group Photo
03:30 p.m. – 04:00 p.m.	Break (Refreshment)
Venue V: F-16 (Department of Management Sciences and Public Administration)	
10:00 a.m.- 10:05 a.m.	Recitation of Holy Quran
10:05 a.m.- 11:30 a.m.	Session 12: Shaping the Future of Management and Administrative Sciences towards 2030 <u>Session Chairs</u> Dr. Abdul Sami and Dr. Muhammad Jam-E-Kausar Ali Asghar <u>Co-Session Chair</u> Ms. Humma Abid <u>Moderators</u> Javeria Akhter and Izza Khan Paper 1: CIMAS-2024-02 Work-Life Balance in Single Working Mothers: A Qualitative Approach Paper 2: CIMAS-2024-03 Experiences of Career Threats and their negative impact on mental health of University Teachers Paper 3: CIMAS-2024-14 Women Empowerment through Education: The Role of Media in Promoting Female Education in Malakand, Pakistan Paper 4: CIMAS-2024-36 Impact of Islamic Work Ethics on Employee Performance Paper 5: CIMAS-2024-66 Comparative Analysis of Sixty-two Countries on the Basis of Financial Services with A Focus on Pakistan

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	Paper 6: CIMAS-2024-77 The Rising Popularity of Anime Tourism: Opportunities and Challenges in the Context of Pakistan Session Chair and Co-Chair Remarks Certificate Distribution Souvenir Distribution & Group Photo
11:30 a.m.- 12:00 noon	Break (Refreshment)
12:00 noon- 01:30 p.m.	Session 13: Shaping the Future of Management and Administrative Sciences towards 2030 (Venue: F-16) <u>Session Chair</u> Dr. Kanwal Iqbal Khan <u>Co-Session Chair</u> Ms. Fatima Arif <u>Moderators</u> Nida Nasir and Javeria Akhter Paper 1: CIMAS-2024-23 Wearable Health Monitoring System for Early Detection of Cardiovascular Events Paper 2: CIMAS-2024-65 Evaluating the Pakistan as an Importing Country: A Grey Incidence Modelling Paper 3: CIMAS-2024-68 Evaluating the Level of Pollution in Pakistan as Compared to the World: A Grey Relational Analysis Paper 4: CIMAS-2024-67 Evaluation of Production of Fisheries of Pakistan against the World: A Gray Relational Analysis Paper 5: CIMAS-2024-45 Exploring the Impact of Role Ambiguity, Work Overload, Work-Family Conflict, and Employee Engagement on Turnover Intention. Paper 6: CIMAS-2024-70 Evaluating Cereals Production in the World Focusing Pakistan: Applying the Gray Relational Analysis

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	Session Chair and Co-Chair Remarks Certificate Distribution Souvenir Distribution & Group Photo
01:30 p.m.- 02:00 p.m.	Break (Refreshment)
Venue VI: F-17 (Department of Management Sciences and Public Administration)	
10:00 a.m.- 10:05 a.m.	Recitation of Holy Quran
10:05 a.m.- 11:30 a.m.	Session 14: Innovation and Sustainability in Digital Age <u>Session Chair</u> Dr. Muhammad Asif Awan <u>Co-Session Chair</u> Dr. Mobina Farasat <u>Moderators</u> Khudeja Nawaz and Saliha Ashiq Paper 1: CIMAS-2024-59 AI in the classroom: A student perspective Paper 2: CIMAS-2024-87 Potential Risks of AI in Autonomous Vehicles Paper 3: CIMAS-2024-32 How Smart Tourism Technology Influences Revisit Intention: Examining the Mediating Roles of Memorable Tourism Experience and Tourist Happiness” Paper 4: CIMAS-2024-25 Sustainable Corporate World: A Pipe Dream



	Paper 5: CIMAS-2024-18 Complexity of Adoption: An ISM Model of Impediments for Social Responsibility Investment in Pakistan Paper 6: CIMAS-2024-69 How Macroeconomic Factors Affect the Leverage Behavior? A Model of Asset Light and Fee-Oriented Strategy in the Hospitality Industry Session Chair and Co-Chair Remarks Certificate Distribution Souvenir Distribution & Group Photo
11:30 a.m.- 12:00 noon	Break (Refreshment)
12:00 noon- 01:30 p.m.	Session 15: Innovation and Sustainability in Digital Age (Venue: F-17) <u>Session Chair</u> Dr. Sultan Adal <u>Co-Session Chair</u> Ms. Humma Abid <u>Moderators</u> Khudeja Nawaz and Saliha Ashiq Paper 1: CIMAS-2024-12 Use of AI in Customer Service and Support in Business: Opportunities, Challenges, and the Way Forward Paper 2: CIMAS-2024-17 Understanding Perception Regarding Impact of Information and Communication Technologies Adoption in Pakistan's Agribusiness Paper 3: CIMAS-2024-28 Navigating Digital Transformation: Strategies for Business Resilience

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	Paper 4: CIMAS-2024-44 Investigating the Research Approaches for Examining the Technology Adoption issues in Different fields Paper 5: CIMAS-2024-49 AI Technology for Education and Impact on Businesses Paper 6: CIMAS-2024-40 The Influence of Transformational Research on Employee Adaptiveness, Creativity, and Innovative Work Behavior Paper 7: CIMAS-2024-37 The Impact of Innovativeness on Healthy Work Environment, Business Strategy, and IoT Adoption in Organization Session Chair and Co-Chair Remarks Certificate Distribution Souvenir Distribution & Group Photo
01:30 p.m.- 02:00 p.m.	Break (Refreshment)

TECHNICAL SESSIONS

02:00 p.m.- 03:30 p.m.	Session 16: Innovation and Sustainability in Digital Age (Venue: F-17) <u>Session Chairs</u> Dr. Muhammad Shahbaz and Dr. Maidah Masood <u>Co-Session Chair</u> Dr. Maryam Gull <u>Moderators</u> Noor Ul Ain and Qurat-ul -Ain Paper 1: CIMAS-2024-41 Green Innovation as an inducement for Environmental Performance
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	Paper 2: CIMAS-2024-27 Key Features Influencing the Consumers Regarding Electric Vehicles in The Country. Paper 3: CIMAS-2024-85 Quality 5.0, Digitalization, and Sustainability in Higher Education Institutions of Pakistan: A Mediation Analysis Paper 4: CIMAS-2024-80 Relationship between Green Transformational Leadership and Sustainable Business Performance: Testing double mediation of Innovative Work Behavior and Green Innovation and moderation of Innovation Climate Paper 5: CIMAS-2024-79 Leadership for sustainable future: Exploring the nexus among leadership Competencies, Organizational Learning, Green innovation for Organizational Sustainability. Paper 6: CIMAS-2024-75 Digital Innovation and Sustainability: The Role of AI and Government Incentives Session Chair and Co-Chair Remarks Certificate Distribution Souvenir Distribution & Group Photo
03:30 p.m. – 04:00 p.m.	Break (Refreshment)
Venue VII: IT Smart Room (Department of Computer Sciences)	
10:00 a.m.- 10:05 a.m.	Recitation of Holy Quran
10:05 a.m.- 11:30 a.m.	Colloquium <u>Session Chair</u> Dr. Farhan Sarwar <u>Co-Session Chair</u> Ms. Malahat Jatoi <u>Moderators</u> Amna Khan and Ayesha Majeed

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	Scholar 1: CIMAS-QR-24-9 From Capability of Performance: Analyzing Digital Transformation and Governments Contribution toward Pakistani SMEs Performance Scholar 2: CIMAS-QR-24-10 Exploring the Pathways from Ambidextrous Organizational Culture on Competitive Advantage: The Mediating Effect of Employee Wellbeing and Perceived Organizational Support Scholar 3: CIMAS-QR-24-12 Alteration of Artificial Intelligence on Performance, Management, Personal/ Self Innovativeness and Employee Retention Scholar 4: CIMAS-QR-24-14 Impact of Workplace Gaslighting and Dark Personality Triads Life Satisfaction, Affective Organizational Commitment and Corruption Tolerance: The Mediating Role of Workplace Abuse and Violence Scholar 5: CIMAS-QR-24-16 Understanding Consumer Purchase Intentions through AI Digital Assistants: The Perceived Role of Animacy Scholar 6: CIMAS-QR-24-19 The Impact of Banking Sector Resilience on Financial Stability: The Moderating Role of Environmental, Social, and Governance Factors Scholar 7: CIMAS-QR-24-21 Digital Leadership and Organizational Resilience: A Mediation Moderation Model Session Chair and Co-Chair Remarks Certificate Distribution Souvenir Distribution & Group Photo
11:30 a.m.- 12:00 noon	Break (Refreshment)
12:00 noon- 01:30 p.m.	Colloquium (Venue: IT Smart Room) <u>Session Chairs</u> Dr. Rao Zia-ur-Rehman Dr. Sidra Irfan <u>Co-Session Chairs</u> Dr. Fouzia Ashfaq Dr. Sobia Hassan

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	<u>Moderators</u> Rida Iftikhar and Habiba Shahid Scholar 8: CIMAS-QR-24-22 How Macroeconomic Factors Affect the Leverage Behavior? A Model of Asset Light and Free-Oriented Strategy in the Hospitality Industry Scholar 9: CIMAS-QR-24-1 Empowering Organizational Citizenship of Employee toward Environment: The Mediating Role of Green Engagement and Moderating Role of Inclusive Leader through Theory of Planned Behavior Scholar 10: CIMAS-QR-24-2 Digital Entrepreneurship Intentions of Fresh Graduates in Pakistan Scholar 11: CIMAS-QR-24-3 Linking Transformational Leadership to Enhanced Employee Performance: The Mediating Roles of Adaptiveness and Championing Behavior Scholar 12: CIMAS-QR-24-4 Impact of Workplace Cyberbullying on Employee Job Performance: Examining the Mediating Role of Turnover Intentions and the Moderating Role of Management Support in the Context of Pakistan Scholar 13: CIMAS-QR-24-5 The Impact of Green Human Resource Practices on Organizational Citizenship Behavior: The Mediating Role of Employee Commitment in the Banking Sector of Lahore, Pakistan Scholar 14: CIMAS-QR-24-6 Pathways to Environmental Excellence: Examining the Combined Effect of Innovation, Managerial, Operational and Strategic Alignment Capabilities on Environmental Performance: The Mediating Role of Organizational Agility Scholar 15: CIMAS-QR-24-15 From Likes to Loyalty: Investigating the Relationship Between Social Media Marketing and Brand Sustainability Session Chair and Co-Chair Remarks Certificate Distribution Souvenir Distribution & Group Photo
01:30 p.m.- 02:00 p.m.	Break (Refreshment)
02:00 p.m.- 03:30 p.m.	Session 17: Strategic Role of HR in Organizational Success (Venue: IT Smart Room)



	<u>Session Chairs</u> Dr. Leena Rehman and Dr. Khalida Naseem <u>Co-Session Chair</u> Dr. Sehrish Ilyas <u>Moderators</u> Perscilla Suleman and Maham Tahir Paper 1: CIMAS-2024-24 The Impact of HR Practices on the Performance of Business Units Paper 2: CIMAS-2024-08 The relationship between Green HRM and Nurses Faculty by using Archival methodology Paper 3: CIMAS-2024-33 How employee development practices are enhancing the overall organizational performance? An evidence that highlights the importance of employee development practices Paper 4: CIMAS-2024-31 The effect of Human Resources Management practices on Employees' Affective commitment & work Engagement Paper 5: CIMAS-2024-55 Boosting Product Development by Investing In Employee Training Paper 6: CIMAS-2024-88 Instructor communication and student learning: a perspective from supply chain management courses Paper 7: CIMAS-2024-89 Education and Female Entrepreneurial Intentions: A qualitative investigation of female students' sample Session Chair and Co-Chair Remarks Certificate Distribution Souvenir Distribution & Group Photo
03:30 p.m. – 04:00 p.m.	Break (Refreshment) (Note: The registration desk will remain operational from 9:00 a.m. to 3:00 p.m.)



Faculty of Management and Administrative Sciences Lahore College for Women University Day 3 (Wednesday, 4th of December 2024) Iqra Auditorium	
10:00 a.m. - 10:15 a.m.	Recitation and National Anthem
10:15 a.m. - 10:30 a.m.	Keynote Speech: Mr. Kursat Capraz
10:30 a.m. - 10:45 a.m.	Keynote Speech: Dr. Mihaela Pop
10:45 a.m. - 11:00 a.m.	Keynote Speech: Prof. Dr. Kashif Rathore
11:00 a.m. - 11:15 a.m.	Keynote Speech: Prof. Dr. Muhammed Kashif
11:15 a.m. - 11:30 a.m.	Keynote Speech: Dr. Aisha Azhar
11:30 a.m. - 11:45 a.m.	Keynote Speech: Dr. Khalid Aziz
11:45 a.m. - 12:00 p.m.	Closing Remarks by Prof. Dr. Uzma Quraishi , Vice Chancellor, LCWU
12:00 p.m. - 12:10 p.m.	Closing Remarks by Guest of Honor
12:10 p.m. - 12:30 p.m.	Concluding Remarks and Vote of Thanks Dr. Adeel Nasir, Chairperson, Department of Management Sciences, LCWU Dr. Sobia Hassan, Incharge, Department of Public Administration, LCWU
12:30 p.m. - 12:50 p.m.	Souvenirs and Certificates Distribution
12:50 p.m. - 1:00 p.m.	Group Photo
Lunch Break: 01:00 pm – 2:00 pm	

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Regulator's Approach Based Asset Quality and the Financial Performance - Evidence from Pakistan's Public Sector Commercial Banks' Loan Portfolios.

Nadir Ali

This research investigates the effects of Regulator's Approach Based Asset Quality on the Financial Performance of Public Sector Commercial Banks (PSCBs) in Pakistan. The study is established considering two most applicable panel data techniques (i.e. random effects and fixed effects models), using to the Hausman's test; this test suggests that the fixed effect model is appropriate for the analyses. The research uses a quantitative research approach, analyzing panel data of ten years and applying multiple regression analysis to test the research hypothesis at the significance level of 1%. The results of the research suggest that there is a significant relation between Asset Quality and the Financial Performance of PSCBs in the economy of Pakistan. It is prudent here to mention that the variables analyzed for the Asset Quality are based on the State Bank of Pakistan methodology for Financial Statements Analysis of Financial Sector. The variables analyzed include NPL to gross advances (NGA), NPLs write off to NPLs provisions (NWP), Provision against NPL to NPLs (PN), and Provisions against NPLs to gross advances (PGA). The findings indicate that NGA, NWP, and PN have a negative and significant relations with the financial performance, while PGA has a significant and positive relations with the of PSCBs' financial performance. The study highlights the importance of monitoring Asset Quality (using regulator's approach) to ensure the financial stability of PSCBs in Pakistan.

Keywords: Public Sector Commercial Banks (PSCBs); non-performing loans (NPLs); Asset Quality; loan portfolio; financial performance; NPLs write off; gross advances; provisions against NPLs; return on assets; loan recovery; credit risk management



Topic Modelling to Assess Corporate Climate Risk Adaptation Practices: A Case of Emerging Economy

Dr. Umbreen Arif

In recent years the world has experienced climate change as extreme weather events and heat waves, which emphasis the priorities for establishing policies and adaptation practices to mitigate climate risk. The assessment of corporate climate risk adaptation was made through surveys in the literature, this approach involved high cost, low response rate, respondent bias and low frequency. To address the drawback the current study used a machine learning approach to assess corporate adaptation of green climate practices to mitigate climate risk. The PSX 100 index listed companies' financial reports and sustainability reports data from 2013 to 2023 were analyzed through Machine Learning Models using multiple Python libraries for classification of sectors and firms from most to least vulnerable to environmental risk. The research findings are useful for the investors and fund managers for the identification of green and brown stocks and to create sustainable portfolio of investments.

Keywords: Climate Risk, topic modelling, green practices, portfolio, text mining



Region based Behavioral Biases in PSX How Fear of missing out mediate and generation moderate the link?

Zahid Bashir, Dr. Sabeeh Iqbal, Dr. Muhammad Aamir

Purpose – The study aims to understand the impact of loss aversion and herding on investment decision of retail investors. The study further evaluates the mediating role of fear of missing out (FOMO) in retail investors on these relationships.

Design/methodology/approach – The study employed questionnaire survey to collect data from retail investors of Pakistan Stock Exchange (PSX). Total 456 responses were collected. The collected data were examined using Smart PLS 4.

Findings – The results of the study revealed that investment decisions of retail investors are significantly influenced by loss aversion, herd behavior as well as FOMO. Assessing the impact of herd behavior and loss aversion on investment decision in presence and absence of FOMO exposed that FOMO partially mediates these relations. The mediation was complementary in nature as the presence of FOMO increased the influence of loss aversion and herd behavior on retail investor's investment decisions. Finally, the generations of investors strongly moderate the direct and indirect relationships.

Practical implications – Behavioral predispositions are accountable for numerous irregularities in stock markets. Thus, it is quite substantial to realize the stimulus of these partialities on investment decisions. The outcomes of this study would help financial planners and investors to keep in mind the different ways their decision outcomes could be biased and try to ignore them.

Originality/value – Though there have been many studies conducted on behavioral biases and their impact on investment decisions, there are very few studies that have taken into account the FOMO factor in investment, in context of the behavioral biases. Theoretically, FOMO has been linked with herd behavior and greed of earning more, but there are very few empirical supports to this fact. Thus, this study is an attempt to fill this gap by examining the role of FOMO on investment decisions and the different biases associated with it.

Keywords: Herd behavior, Loss aversion, Fear of missing out (FOMO), Retail investors

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The Impact of Islamic Banking Towards Customer Satisfaction In Pakistan

Aneeqa Siddiq, Ahmad Ahsan Akbar, Irum Yasmeen

Islamic banking has involved adapting the entire financial system to meet Islamic criteria. The current study investigates the factors that are influencing customer satisfaction with the Islamic banking in Pakistan. The quantitative approach has been used while the structured questionnaires were administered to 100 customers of Meezan Bank in Pakistan. The study examined the impact of service quality, product quality, and awareness on customer satisfaction. Data analysis has been conducted using SPSS and applied the descriptive statistics, reliability analysis, correlation, and multiple regression. The findings revealed a significant positive relationship between service quality, product quality, awareness, and customer satisfaction with Islamic banking. The study underscores the need for Islamic banks to enhance service quality, product offerings, and customer awareness to compete effectively with conventional banks. Future researches can explore additional factors that are influencing the customer satisfaction and extend the geographical scope of the study. These findings offer valuable insights for Islamic banks seeking to enhance customer satisfaction and expand their market share in Pakistan.

Keywords: Islamic banking, customer satisfaction, service quality, product quality, awareness



Driving Innovation through Fintech Adoption: A Study on Chinese SMEs

Dr. Farah Naz, Zoha Khan

Purpose: The aim of the study is undertaken to investigate the factors that affect the use of financial technology (fintech) by the small and medium-sized businesses Driving Innovation through Fintech Adoption: A Study on Chinese SMEs (SMEs) in China. The main goal is to find out the significant factors that either help or hinder the adoption of fintech services among those businesses, looking at how the different socio-economic backgrounds prevail these factors in different income group.

Design/methodology/approach: Data was collected through surveys administered to SME owners and decision-makers in China. Respondents assessed various statements regarding the perceived usefulness of fintech, ease of use, attitudes towards fintech, trust in fintech systems, associated risks, financial knowledge, and government support for fintech. Qualitative Comparative Analysis (QCA) was employed, to assess configurational forms of the multiple factors involved in Fintech adoption in multiple income groups.

Findings: The study reveals that perceived usefulness, financial knowledge, trust, and risk perception are crucial factors for fintech adoption across all income groups. For lower to mid-income earners, government assistance and regulatory support are essential, while higher-income groups prioritize ease of use and advanced risk management. These insights are pivotal for authorities and fintech providers aiming to enhance fintech integration among Chinese SMEs.

Originality/value: This research highlights the need for tailored strategies to address the unique requirements of different income segments, thereby fostering innovation within the fintech sector. The findings provide actionable recommendations for policymakers and fintech providers to effectively promote fintech adoption among SMEs in China.

Practical Implications: These observations are significant for the authorities and the fintech providers that are looking for ways to fintech the integration of the Chinese SMEs. The authors advise that the unique strategies are necessary to tackle the special needs of different user segments and thus to stimulate the sector's innovation.

Keywords: FinTech, SMEs, Income Level, Qualitative Comparative Analysis (QCA), FsQCA.



An Empirical Investigation of The Crypto Market Dynamic Returns and Volatility

Yasir Mushtaq, Dr. Sabeeh Iqbal, Qalb E Abbas

This study examines the volatility dynamics of five major cryptocurrencies, namely Bitcoin, Ether, Cardano, Tether, and Dogecoin, by employing GARCH models and GARCH extensions. It is shown that the conditional variances of all the five crypto currencies are significantly affected by both previous squared errors and past conditional volatility. Moreover, in the case of Bitcoin, Ether, Cardano, and Teether, asymmetric past shocks have a significant effect in the current conditional variance. Finally, the crypto currencies' volatility dynamics are found to be responsive to major news & leverage effect was detected in the sample data. The results improve our understanding of interdependencies between crypto currencies as well as of the events that affect their volatility dynamics and thus have important implications for both crypto currency users and investors; besides condition volatility the relationship of crypto volatility with global economic indicators has also been tested through time series regression.

Keywords: Bitcoin, Cryptocurrency, GARCH, Conditional volatility



The impact of Banking Sector Resilience on Financial Stability: The moderating role of Environmental, Social and Governance (ESG) factors.

Khola Bint E Barkat

In today's global financial context, the resilience of banking sector is vital for overall financial stability. The focus of this study is to examine the dynamic interaction between banking sector resilience and the financial stability with a particular focus on how Environmental, social and governance (ESG) moderate this relationship. Using a quantitative approach of data spanning from 2011 to 2023, the research explore these dynamics across a broad range of banks. The key findings suggest the strong ESG performance enhanced stability in banking sector, particularly during financial crises thereby, reducing risk and reinforcing systematic resilience.

Keywords: Banking Sector Resilience, Financial Stability and Environmental, Social and Governance (ESG) factors.

Independent Variable: Banking Sector Resilience **Dependent Variable:** Financial Stability
Moderating Variable: Environmental, Social and Governance (ESG) factors



The Impact of Diversity Management Practices On Organizational Innovation, Exploring The Mediating Role Of Inclusive Work Climate And Moderating Effect Of Organizational Culture

Zahra Anwar

The existence of a wide range of unique components within a group organization or society is referred to as diversity. According to (Bell, 2009) these components can include but are not restricted to physical attributes, religious convictions, socioeconomic status, race, ethnicity, gender, age, and sexual orientation. According to (Mor Barak, 2022) diversity management practices are deliberate tactics guidelines, and programs that companies implement to successfully manage employee diversity and foster inclusive work environments. To better understand how diversity management practices affect organizational innovation this study examines the roles that organizational culture inclusive work climate and mediators play in these relationships. It also looks at how diversity management practices impact the IT and banking industries' organizational innovation. Respondents were chosen by convenience sampling and the instrument used for data collection was the questionnaire. The survey was methodical asking participants to select the option that best reflected their response to each of the questions on a Likert scale with the anchors of (5) strongly agree (4) agree (3) neutral (2) disagree and (1) strongly disagree. 241 completed questionnaires—out of the 350 that were distributed—were returned by respondents and the information from those was utilized for the data analysis. PLS 4 and IBM SPSS were the programs used for data analysis. The rule of thumb for determining whether to accept or reject a hypothesis was to accept the alternative hypothesis and reject the null hypothesis if the correlation tests returned p-value (r) was less than 0.05 which represents the level of significance. Alternatively, if the p-value for all six alternative hypotheses tested was less than 0.05 then all seven alternative hypotheses were accepted, and the final one which was the last one was rejected.

The findings align with established theories that demonstrate the beneficial influence of diversity management strategies on organizational innovation. The findings also demonstrated how diversity management practices support an inclusive workplace environment and have a positive impact on organizational innovation. If the organization is interested in organizational innovation diversity management practices should also be implemented at all levels of the organization.

Keywords: Diversity Management Practices, Organizational Innovation, Inclusive Work Climate and Organizational Culture

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Gender-Based Analysis of Psychological Factors among College Students

Sunnam Kausar, Waheed Irshad, Rida Akbar, Hibba Saeed

The study was designed to be a gender-based analysis of psychological factors among college students. The objectives of the study (i) To find out the gender-based analysis of psychological factors among college students. (ii) To compare the gender-based analysis of psychological factors among college students. The population of the study was 20 male and 20 female students. The Sample consisted of 40 male and female students. A simple random sampling technique was used for collection of samples. This study was quantitative and descriptive in nature. A survey method was adopted to collect the data. The researcher drew survey research and for this, one questionnaire was designed for collecting the data respectively. However, validity of research instrument repeatedly checked by the researcher. Mean used for to identify gender-based analysis of psychological factors among college students. T test is used to compare the gender-based analysis of psychological factors among college students. It was concluded that there is a significance difference between psychological factors male and female college students. From the study and related conclusions, the researcher recommends further research in the area of sector-based analysis of psychological factor among college students.

Keywords: Analysis, psychological factors, male, female, college students



Green innovation In Green Dynamics

Samia Liaqat, Mohsin Aziz

Purpose: The purpose of this study is to find out the impact of green dynamic capabilities on business sustainability and firm performance of the business through green innovation.

Findings: Our study has found the positive impact of green dynamic capabilities on the business sustainability and firm performance of the business. This study has also found the mediatory role of green innovation on green dynamic capabilities.

METHODOLOGY:

Population/sample: Focus on firms specific industries that are known for engaging in green practices.

Sampling technique: Use the stratified sampling technique to ensure the representation across different firm sizes and sector.

Originality: The originality of the article green innovation lies in its introduction that links green dynamic capabilities to firm performance. It features unique case studies from lesser-known industries; providing fresh insights. Additionally, the empirical data collected offers new evidence supporting the impact of green data practices. Overall it challenges existing theories, prompting further exploration in the field.

Managerial implications: This article highlights several managerial implications, including the need for firms to invest in developing green dynamic capabilities to enhance the green innovation process. It suggests that leaders should foster a culture of sustainability within in their organizations to drive engagement and creativity. Managers should be encouraged to adopt eco-friendly practices that align with the market trends and consumer preferences. Additionally, the article emphasizes the importance of collaboration with the stakeholders to leverage resources and knowledge for effective green initiatives.



Nexus Between Work Disruption, Work Life Conflict and Psychological Contract

Breach: Applying Conservation Of Resources Theory

Dr Farida Faisal, Talha Abdul Manan

The purpose of this thesis is to find out if the perverse inter-relationship between Work Disruption, Work-Life Conflict and Psychological Contract Breach can be redeemed through organizational support. Conservation of Resources Theory suggests this nexus as work disruption, job related anxiety and work-life conflict of employees are types of resource loss leading to negative outcome of psychological contract breach. However, COR theory also predicts that resources can be conserved so we have included perceived organization support in our model as a moderator. Target population for the study are public sector employees in Pakistan and sample is of administrative staff in public hospitals of Rawalpindi and Islamabad. Using an instrument with scales previously validated in literature we conducted a survey of 270 employees. We applied SEM using SMART- PLS to test our hypothesis as well as reliability and validity of the instrument in our target population. Our findings reveal that the public sector employees who receive organizational support do not suffer from PCB. We also found that JRA and WD lead to Work-life conflict. However, we did not find mediation or moderation effects to be significant. This means that the mechanism for reducing PCB in our population is straight forward and there is no significant effect, either direct or indirect, of WLC on PCB. WLC happens simply due to JRA and WD in this population. Recommendations to Pakistani public sector managers and future research directions are given based on these findings.

Keywords: Work Disruption, Job Related Anxiety, Work Life Conflict, Perceived Organizational Support, Psychological Contract Breach



Effects of Abusive Supervision on Employee Performance

Wajeeha Shakeel

This study aims to test the effect of abusive supervision on employee performance within a banking sector. The sample includes 80 randomly selected employees from single branch, reducing the diversity and comprehensiveness of the sample. Data were collected through informal verbal interviews during lunch breaks and observing employees. Analysis was conducted using basic descriptive statistics, such as mean and frequency distributions. The findings revealed a positive relationship between abusive supervision and employee performance, indicating that employees subjected to abusive supervision demonstrated improved productivity and higher engagement levels compared to those with supportive supervisors. Moreover, the study found that abusive supervision led to increased job satisfaction and motivation, with employees thriving under challenging and high-pressure environments. Based on these findings, the study concludes that abusive supervision may enhance employee performance, particularly in the banking sector where high-stress situations are common. Based on these findings, the study concludes with limited insights, suggesting further research is needed to validate these results.

Keywords: Abusive Supervision, Employee Performance, Banking Sector.



Elevating Sustainable Business Performance (SBP) of IT Enterprises in Pakistan via Entrepreneurial Agility and its related Antecedents

Shabnam Khan, Saqib Rehman

Purpose: Sustainable Business Performance has emerged as a significant Global agenda over the past two decades. It demands urgent and focused effort from stakeholders to create strategies aimed at safeguarding natural resources for future generations. In this context, the present study aims to develop an ‘agile model’ for elevating sustainable business performance (SBP) of IT companies operating in Pakistan. To achieve this, the researchers enlisted ‘agile antecedents (agile drivers, agile resources, agile capabilities, agile culture and agile practices) as precursors to assess their influence on entrepreneurial agility and attaining sustainable business performance.

Methodology: The current study established a moderated mediation model to foster sustainable business performance in IT enterprises through the lens of contemporary aspects of entrepreneurship. In this particular study, the researcher opted a survey approach (aligned with quantitative research) to gather numerical data from 321 participants associated with IT companies in Pakistan. Additionally, SPSS-24 and Smart PLS were utilized to analyze the proposed moderated mediation model related to the agile antecedents and sustainable business performance via mediation of entrepreneurial agility (EA) and the moderating effect of stakeholder engagement (SE).

Results: The empirical results of this study indicated that the agile antecedents (agile drivers, agile resources, agile capabilities, agile culture and agile practices) have statistically significant (direct) relationships with entrepreneurial agility (EA) and sustainable business performance (SBP). Similarly, it was demonstrated that EA serves as a crucial predictor of SBP. Moreover, the study also confirmed the significant mediating effect of EA and the constructive moderating influence of stakeholder engagement (SE).

Originality: The present research emphasized the necessity for an IT organization to create strategies aimed at adopting the specific ‘agile antecedents’ for achieving entrepreneurial agility and sustainability elevation in its operations. Additionally, this study provided new yet validated theoretical and practical implications regarding the specific knowledge, regulatory frameworks, and practices related to the subject.

Keywords: Agile Antecedents, Entrepreneurial Agility, Stakeholder’s Engagement, Sustainable Business Performance, IT-Enterprises

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Investigating the influence of ESG scores on Stock Returns, Firm Operating Performance and Equity Efficiency with a moderating role of Digital Transformation: A text mining-based analysis

Dowa Shakeel, Dr. Farah Naz

Purpose: The aim of this study is to investigate the impact of ESG scores on the firm stock performance, its operating performance and Equity Efficiency.

Design/ Methodology/Approach: ESG-related terms from the ESG reports of top 50 companies listed in the Forbes 2000 ranking in 2023 were extracted in order to score the ESG qualitative performance of the firms. Panel data models are employed to investigate the association between ESG scores and stock returns, firm operating performance and Equity Efficiency while controlling for firm size and sales growth. Data is collected for the period from 2021 to 2023. ROA and ROE are the indicators of Firm's Operating performance and Equity Efficiency, respectively.

Findings: According to the study, companies' present ESG profiles, as shown in their CSR reports, can indicate future positive stock returns, but they cannot reflect current firm-year stock returns. In the previous studies, it is found that ROA, ROE, and ESG have a weakly positive association.

Practical Implications: This research adds to the expanding body of knowledge regarding the ESG profile's return predictability. The study examines the number of ESG terms used in firm-year CSR reports to describe qualitative ESG performance. If investors take ESG factors into account while making investments, value can be added. Due to its requirement for a deeper comprehension of a company's operations, ESG research might boost securities analysis at the corporate level.

Originality/Value: There are only few studies on the analysis of the firm's ESG qualitative performance and its explanatory power to predict the future stock returns and influencing power on firm's operating performance and Equity Efficiency. Since previous research has concentrated on the quantitative performance of businesses in terms of ESG using various ESG proxies, this study aims to determine whether the qualitative descriptions of ESG activities in CSR reports can give investors useful statistics to forecast stock returns and gain meaningful understanding of the financial performance of the company.

Keywords: ESG Scores, CSR report, Stock Performance, Operating Performance, Equity Efficiency, Firm Size, Sales Growth, Fama & French, Sustainability

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**Achieving Excellence through Employees' Commitment and Work Engagement:
Determining the role of Ethical Leadership, mediation of Organizational justice.**

Hina Arif, Dr. Irum Yasmeen

Employee engagement leads to better business outcomes, higher revenue, and a competitive edge in the marketplace because engaged workers are more inventive, productive, and customer-focused. Making opinions based on what is best for the workforce as a whole, rather than just what is best for the leader or the bottom line, is a key component of ethical leadership. In this study, the role of ethical leadership has been analyzed on Employees' Organizational commitment (i.e. Affective, Normative and Continuance) and their work Engagement (in terms of Vigor, dedication and Absorption). The mediating role of Organizational justice has been explained with all the dimensions of justice. Structured survey has been conducted for data collection, convenience sampling technique has been used, and population is Education Industry (Teachers Only). Data analysis on SPSS version 25.0. Sample size, results and analysis of the study has been briefed too. In the last segment of the study, conclusion has been extracted out of the whole context. Theoretical and practical implications are discussed. Future studies should explore other potential drivers of employee emotional engagement and job performance.

Keyword: Ethical leadership, Org Justice, Organizational Commitment, Employee Work Engagement.



Exploring Leadership Styles and Its Implications in an Educational Organization

Komal Hassan

This mixed method study was an effort to explore the leadership styles, an overview regarding leadership and which leadership style is mostly recommended in an educational organization at administrative level. A sample of 17 faculty members was purposefully selected from University of Home Economics. The three major types of leadership styles i.e. authoritarian, democratic and laissez-faire leadership were assessed by using a questionnaire including leadership style questionnaire by Peter and a semi structured questionnaire developed by researcher. Data was analyzed through SPSS. It was found that most preferred leadership style by administrative staff was democratic style: They were expecting their leader to be friendly and keep pleasant environment in organization. The reasons found behind their satisfaction with this style were cooperativeness, problem solving ability, competency in all respects, provision of comfortable environment, growth and development of the institute, focus on organizational tasks, and potentials in subordinate provides guidance, efficient and excellent work. Results revealed that some of the respondents preferred laissez-faire leadership style because they think when it is done well; it creates a harmonious, productive, and evolving work force. Only few of respondents were in favor of autocratic leadership style. It was concluded that democratic leadership style is usually one of the most effective and lead to higher productivity, better contributions from group members and increased group morale. Effective HR strategies should be developed which must be aligned with the organization's strategic vision. It should be focused on filling gaps through strategic recruitment, retention and training efforts. There is dire need to further explore leadership styles while conducting in-depth/longitudinal studies.



Empathetic Influence: Charting A Course For Employee Wellbeing Through Leadership In The Service Sector

SYEDA FATIMA AZEEMI

This study explores a crucial role of empathy in leadership style, focusing its impact on employee wellbeing. Through a comprehensive analysis it aims to inform leadership practices to develop a positive workforce environment, enhancing the overall organizational wellbeing. Empathetic leadership involves the understanding follower's emotions and taking proactive caring actions, the leadership style works with the mediation of distributive justice that create a perception of fair and equal allocation of resources and rewards in organization. Such leadership style promotes positive relationships, enhanced teamwork and contribute in organizational productivity. Empathetic leaders possess skills that are crucial for adapting global trends and creating supporting work environment, particularly in adapting organizational change. Employee wellbeing is crucial for organizational success, which is significantly influenced by empathetic leadership with the perception of distributive justice, resulting in higher job satisfaction, organizational commitment and overall enhanced work environment.



The Impact of Toxic Leadership, Workplace Harassment, and Workplace Incivility on Turnover Intention: Exploring the Mediating Role of Psychological Well-being

OMAR AHMAD, Hasnain

Purpose: The objective of this research is to study the combined effects of toxic leadership, workplace harassment, and workplace incivility on turnover intention among employees of various organizations. Moreover, the aim of study is to examine the mediating role of psychological well-being in these relationships, providing viable insights into how intimidating work environments influence employees' intention to quit jobs.

Design/methodology/approach: Thus study will adopt quantitative research design, and data will be collected through standardized surveys from employees across various businesses. Structural Equation Modeling (SEM) will be used to test the hypotheses and analyze the direct and indirect effects of toxic leadership, workplace harassment, and workplace incivility on turnover intention, with psychological well-being as a mediator.

Findings: This investigation is expected to explore that toxic leadership, workplace harassment, and workplace incivility significantly increase employees' turnover intention. The findings will likely show that psychological well-being partially mediates these relationships, suggesting that enhancements in employee well-being can decrease turnover, even in negative work environments.

Originality/value: This research contributes to the existing literature by integrating three distinctive but interconnected negative workplace factors—toxic leadership, harassment, and incivility—in a unified framework. The study also highlights the critical role of psychological well-being in reducing the impact of these factors on turnover intention.

Practical implications: The results of the study will propose value-added recommendations for HR experts and organizational leaders to cultivate targeted interventions. These suggestions involves leadership training programs, anti-harassment policies, and initiatives to promote employee well-being. By addressing toxic behaviors and enhancing well-being, organizations can foster a more positive work culture and reduce employee turnover.

Keywords: Toxic Leadership, Employee Turnover, Organizational Behavior Theory, Workplace Harassment, Workplace Incivility, Psychological Well-being, Human Resource Management, and Structure Equation Modeling (SEM)

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Transformational Leadership and change Management

Shoaib Tariq, Iffat Anwar

Purpose: The purpose of the study is to find out the impact of Transformational Leadership on Change Management through Work Engagement.

Findings: Our study has found the positive impact of Transformational Leadership on the Change Management of the business. The study has also find the Mediatory role of Work Engagement on Transformational Leadership.

Methodology

Papulation/Sample: This study included middle level managers and employees from organizations actively undergoing or having the recently completed and change management process. Criteria for inclusion required participants to have at least 6 months of experience working under a transformational leader within a change oriented environment.

Sampling Technique: This study employed a random sampling technique to ensure the finding across the variance organizational settings. Random sampling was choosen to reduce bias and provide and equal opportunity for employees at different hierarchical levels and department to be included in the study.

Originality: This study makes a significant contribution to the existing literature by integrating the fields of transformational leadership, work engagement, and change management in a comprehensive model. While these areas have been individually studied, the originality of this research lies in its examination of work engagement as a mediating factor between transformational leadership and successful change management outcomes. By positioning work engagement as a critical intermediary, the study provides new insights into how transformational leadership fosters a workforce that is more resilient and adaptable to organizational change.

Managerial Implication: Managers should develop transformational leadership qualities to inspire and engage employees during change initiatives. Enhancing work engagement is crucial, as engaged employees are more adaptable and proactive in supporting change. Leaders must create a culture of open communication and trust to reduce resistance to change. Involving employees in the change process ensures better alignment with organizational goals. Ultimately, transformational leadership can boost both employee commitment and the success of change management efforts.

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Impact of Audit Committee Characteristics on Tax Aggressiveness: Evidence from Pakistan

Farah Naz, Bisma Malik

Purpose: This study investigates the relationship between aggressive tax planning and audit committee features in Pakistani companies listed on the KSE 100 index from 2016 to 2021. It explores how audit committee characteristics—size, independence, financial expertise, diligence, and gender diversity—impact corporate tax practices.

Design/Methodology/Approach: Using a sample of KSE 100 firms, a quantitative analysis was conducted to examine the effects of audit committee features on aggressive tax strategies. Control variables such as firm size, leverage, and tax loss carryforwards were included to provide a comprehensive view of the factors influencing corporate tax behavior.

Findings: The results show that larger audit committees are linked to more aggressive tax planning, likely due to the complexity and diversity of opinions that encourage risk-taking. Conversely, audit committees with members possessing financial expertise significantly reduce aggressive tax practices. Independence within audit committees also plays a critical role in curbing tax aggressiveness, as independent members act in the best interest of shareholders. Gender diversity, while not directly affecting tax aggressiveness, remains important for promoting well-rounded decision-making processes.

Practical Implications: The findings emphasize the importance of having independent and financially knowledgeable audit committee members to reduce tax risks and improve governance. For policymakers in emerging markets, strengthening audit committee governance is key to promoting sustainable business growth.

Originality/Value: This study contributes to the existing literature by providing evidence from an emerging market, Pakistan, where corporate governance mechanisms and tax planning strategies are critical yet understudied. It offers valuable insights for improving audit committee effectiveness in managing tax risks.

Keywords: Tax Aggressiveness, Audit Committee Characteristics, Corporate Governance, Financial Expertise

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Public Policies and Governance

Ahsan Imtiaz Rana

This paper focuses on the comparative studies in the relationship of Public Policies and Governance that indicate the planning, implementation and enacting of laws or policies through acceptable behaviour by the government and citizens for increasing the integrity of the society. Law is a utensil of strategy, by which governments codify rules about how society command to behave in order to achieve economic and social policy effects, including the regulatory domains. Effective public policy safeguards the equitable allocation of resources, promotes social justice and addresses the societal challenges.

It particularly targets policy-makers across the region, as well as emerging institutions supporting government agencies; including the various initiatives that can be undertaken by public authorities with the objective of improving the overall context as well as providing clarity and direction for project developers and the capital providers.

Energy Policy Framework governance in Pakistan for allocating resources in an efficient manner to provide relief to the general public and to cater the governance issues in Pakistan; Government of Pakistan, in 2021, introduce the power policies (i.e. National Power Policy, Power Generation Policy and Transmission Line Policy) to fascinate the foreign investors under the umbrella of CPEC. The stimulus policies are formulated to tackle the issues of energy production, distribution and consumption. Energy Policies entails the proper legislation, international treaties, subsidies and incentives to the investments either local or foreign, guidelines for energy conservation, taxation and other public policy techniques. Whereas, the main objective of the policies was to provide encouraging environment for renewable power projects, increase the share of energy capacity through attracting private investment.

After much public criticism, the long-term energy security policy was announced in 2013 through the introduction of equal cutting-edge energy transmission network, minimising financial losses across the energy system and aligning the ministries involved in the energy sector as well as improving the governance of energy. The energy sector in Pakistan faces multifaceted challenges that hinder economic growth and development. These challenges include inadequate energy infrastructure, inefficiencies in energy production and distribution, and governance issues compounded by political interference and regulatory deficiencies. This article aims to provide a structured and comprehensive framework for establishing effective energy policies, enhancing governance and addressing existing systemic conflicts in Pakistan's energy sector. Due to chronic energy shortages, leading to frequent blackouts and demand-supply gap exacerbated the population growth and urbanization, stressing the already stained energy infrastructure. Moreover, the governance issues including corruption, lack of transparency and inefficiencies in regulatory bodies such as NEPRA and OGRA. Political interference further complicates the regulatory environment, making it difficult to implement consistent and long term policies.

Conclusion: It is concluded that for enhancing governance in energy sector, regulatory bodies need to be reformed transparently while using adequate resources, robust legal and institutional reforms including capacity building, introducing anti corruption policies and accountability mechanisms by adopting comprehensive and multifaceted approach.

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Exploring the Impact of Hygiene and Motivator Factors on Employee Retention Through Perceived Organizational Support

Muhammad Anas Hanif, Naveed Shafique, Bilal Humayun

Purpose: The primary purpose of this study is to investigate the role of perceived organizational support (POS) as a mediating variable between hygiene factors, motivator factors, and employee retention. The study aims to understand whether and how POS influences the relationship between employees' satisfaction (through hygiene and motivator factors) and their decision to stay with the organization.

Design/methodology/approach: This research is likely quantitative, with data collected through surveys and questionnaires distributed to employees across various industries. The study could use the following methods:

Sample: A minimum sample size of 300 employees from different organizations, preferably from diverse sectors (e.g., IT, healthcare, manufacturing).

Variables:

Independent Variables: Hygiene factors (salary, work conditions) and motivator factors (career development, recognition).

Mediating Variable: Perceived Organizational Support (measured using a validated POS scale).

Dependent Variable: Employee retention (measured via turnover intentions, retention period, or a scale assessing intention to stay).

Data Analysis: Structural Equation Modeling (SEM) could be used to assess the direct and indirect relationships between variables, or a path analysis can be done to verify the mediating effect of POS. SPSS/AMOS software may be utilized for data analysis.

Findings: The expected findings might indicate that:

Hygiene factors have a moderate impact on employee retention, but this effect strengthens when perceived organizational support is high.

Motivator factors may have a direct, strong positive relationship with retention, but POS enhances this relationship, acting as a positive mediator.

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Perceived organizational support plays a crucial role in both cases by reinforcing employee perceptions of being valued, which leads to a higher likelihood of retention.

Originality/value: While previous studies have examined hygiene and motivator factors in the context of employee satisfaction and retention, few have explicitly tested the mediating role of perceived organizational support in this relationship. This study's originality lies in its:

Focus on POS as a critical mediator between well-established motivational factors and retention.

Inclusion of multiple industries to test the model's applicability across different organizational settings.

Research implications: This research adds to the body of knowledge on employee retention by integrating Herzberg's Two-Factor Theory (hygiene and motivator factors) with social exchange theory (perceived organizational support). It helps establish POS as a mediating variable and provides a comprehensive model that organizational leaders can use to improve retention strategies.

Theoretical Contribution: Extends Herzberg's theory by including POS as a mediator and examining it in the context of modern workforce dynamics.

Practical implications: The findings will be beneficial for HR managers and organizational leaders. By recognizing the critical role of POS in influencing retention, companies can:

Design retention strategies that not only address hygiene and motivator factors but also focus on fostering strong perceived support.

Focus on building supportive cultures, with initiatives such as recognition programs, mentoring, and robust employee engagement practices to improve retention rates.

Keywords: **Hygiene Factors:** job security, salary; **Motivator Factors:** achievement, recognition; **POS:** employee perception, support; **Retention:** turnover rates, job satisfaction.



Survey The Significance of Corporate Social Responsibility On Endurable Business Approaches

ADIL BUTT, M. WAQAR

Purpose: This study investigates the impact of substantive CSR and symbolic CSR, which are independent variables, on sustainable performance, the dependent variable. The mediating effects of corporate social responsibility on the relationship between the independent and dependent variables are also explored.

Design/methodology/approach: A quantitative approach was employed, using survey data collected from social responsibility across various sectors. Structural equation modeling (SEM) was applied to assess the relationships between the variables and the mediating effects of corporate social responsibility and sustainable performance.

Findings: The research found that both substantive and symbolic CSR significantly influence sustainable performance. Corporate Social Responsibility and Sustainable Performance act as crucial mediators in strengthening the relationship between quality dimensions and loyalty.

Originality/value: This study adds to the existing body of literature by simultaneously examining the direct effects of substantive and symbolic CSR, while incorporating Social Responsibility and Sustainable Performance as mediating variables. It provides a more comprehensive understanding of how these factors collectively influence of all employees.

Practical implications: The findings suggest that corporate social responsibility should prioritize both substantive and symbolic CSR to enhance sustainable performance. Moreover, strategies to boost corporate social responsibility and encourage sustainable performance are essential to maximize the impact of performance of sustainable employees.

Keywords: Corporate Social Responsibility, Sustainable Performance, Substantivity, Symbolic Relation, Innovation, Structure Equation Modeling (SEM)



Exploring the Sequential Impact of Employee Responsiveness, Commitment, and Corporate Social Responsibility on Organizational Performance

Muhammad Dawood Khan, Muhammad Mutahir

Purpose: The purpose of this research is to observe the impact of employee responsiveness, commitment, and corporate social responsibility on organizational performance.

Methodology: This study will use a mixed-methods approach, combining both numbers and personal stories to better understand how the different factors are connected. The first part will involve a survey to collect numerical data, and the second part will include interviews to gather more detailed insights.

Findings: Survey research design: Questionnaires distributed to 300 employees across various industries. Semi-structured interviews with 15 HR managers and 10 CEOs. Case studies of 5 organizations identified for exemplary CSR practice. Statistical analysis. Structural Equation Modeling (SEM) and regression analysis. Data triangulations to ensure validity and reliability.

Originality/value: This study contributes to existing literature by: observing the sequential relationship between employee responsiveness, commitment, CSR, and organizational performance. Observing the complete explanation of employee commitment in the CSR-organizational performance relationships. By giving arithmetic evidence on the impact of employee- engagement on CSR initiatives.

Research implications: Advances understanding of the interconnectedness of employee engagement, CSR, and organizational performance. Contributes to theory development in organizational behavior, CSR, and strategic management. Inform research on the role of employee responsiveness in driving organizational success.

Practical implications: Provides guidelines for managers to cultivated employee responsiveness and commitment. Highlight the importance of integrating CSR into business strategy. Offers insights for policymakers to promote CSR practices and enhance organizational performance.

Keywords: Employee Responsiveness, Commitment, Corporate Social Responsibility, Organizational Performance.

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Empowering Admin Support: Exploring Wages, Job Satisfaction, and Life Fulfillment

Tayyab Yousaf, Abdul Maroof

Purpose

The purpose of the research is to identify independent variables including employment, adminspot, wages, and salary, and by using that variable, examine intermediary variable which is job satisfaction in the context of assessing life satisfaction. The overall purpose of the study will lead to discovering which factors at the workplace result in life satisfaction based on the mediating role of job satisfaction.

Design/methodology/approach: This is a cross-sectional survey adopting the quantitative research methodology. It will employ a structured questionnaire that will be administered to employees in each industry. The survey will seek to evaluate:

Employment administrative support (adminspot): The degree by which the support scale of organizations evaluates this.

Wages and salary: Employees will be questioned to try to find out whether their wage or salaries are satisfactory or not.

Job satisfaction: A good validated scale for job satisfaction will be used.

Life satisfaction: This will be evaluated using the life satisfaction index.

For the relationship between the variables examined, statistical analysis will be conducted using regression analysis and structural equation modeling (SEM) to assess direct and indirect relationships.

Findings: This research shall discover that employment administrative support and wages/salary have a significant positive impact on job satisfaction. Moreover, it shall be hypothesized to show that job satisfaction is a significant mediator between those factors and life satisfaction. A hypothesis is that the higher job satisfaction will bring about increased life satisfaction-this should show workplace factors stretch beyond professional life and touch the overall well-being.

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Originality/value: The study contributes to the prevalent body of knowledge by combining a model integrating employment administrative support and wages/ salary with life satisfaction in the mediation of job satisfaction. The critical thing about this paper is that earlier studies had looked into these relationships in isolation, whereas this study provides a comprehensive understanding of how these workplace factors influence life satisfaction, which is critically mediated by job satisfaction.

Research implications: This study opens avenues for new research in organizational behavior and human resource management by showing how administrative support and salary contribute to life satisfaction through job satisfaction. Future studies could be built on this study by illuminating other mediating factors or testing the same model within other cultural or industrial contexts.

Practical implications: The findings of the present study are likely to be used by organizations for improving the life satisfaction of employees through administrative support and competitive wages and salary. Results of the research suggested that improvement in job satisfaction, along with employee retention and productivity, will ultimately help enhance overall quality of life among employees.

Keywords: Empowering Admin Support: Exploring Wages, Job Satisfaction, and Life Fulfillment



Factors influencing job satisfaction and their behavioral outcomes

Iqra Arshad, Misbah Zamurd

Purpose: The purpose of this study is to see the impact of work-life balance, work place policies and social and emotional support at the work place on job satisfaction.

Findings: The research has explored the positive influence of work-life balance, work place policies and social and emotional support through the mediating role of job satisfaction and the independent variable of organizational citizenship behavior and help-oriented behavior.

Originality: This research adds up to our understanding about how organization behavior performance through the mediating role of job satisfaction and also this independent variable of organizational citizenship behavior and help oriented behavior.

Methodology: This study was adopted a quantitative research design, aimed at exploring the relationship between job satisfaction and several organizational factors such as work place policies, work-life balance and organizational citizenship behavior etc. A stratified random sample of 200-300 employees from various organizations and industry was selected. Data was collected through a self-administered structured questionnaire, comprising the work-life balance scale, social and emotional support scale and job satisfaction survey was used to measure the overall job satisfaction. Descriptive statistics and Inferential statistics (regression and correlation analysis) were applied using SPSS to run the necessary statistical test.

Practical Implications: This research adds up to provide to provide actionable insights into how work place policies, work-life balance influence job satisfaction. Organizations can enhance their policies to provide employees with greater autonomy, fairness and clarity. Organization may also benefit from the study by fostering a culture that promotes help oriented behavior and organizational citizenship behavior.

Keywords: Work-life balance, Job satisfaction, Work place policies, Social and emotional support, Organizational citizenship behavior.



The Evolving Role of Forensic Laboratories In Combating Sophisticated Financial Crimes: Challenges, Strategies, And Regulatory Implications

Sabahat Nisar

As financial crimes become more sophisticated. It encompasses a range of illegal activities, including fraud, money laundering, insider trading, and embezzlement. Its impacts on societal well-being, increase regulatory costs and ultimately hinder economic growth.

The interaction between financial crime and forensic laboratories is dynamic, with each influencing the other. As financial crimes become more sophisticated, forensic laboratories play a crucial role in detection, investigation, and prevention, while the trends in financial crime continuously shape the practices and methodologies of forensic analysis. The prevalence of financial crime often drives forensic labs to develop and refine new methodologies for detecting fraud, such as advanced data analytics and digital forensics. As financial crimes evolve (e.g., cybercrime), forensic laboratories adapt their techniques and technologies to address new challenges. This study utilizes a comparative questionnaire approach, gathering insights from two groups: staff from forensic labs and key stakeholders, including members of the judiciary, prosecution, and police. A total of 100 questionnaires were completed by participants from both groups. The results exhibit that forensic labs play a crucial role in the investigation of financial crimes, providing essential support to key stakeholders in effectively managing these issues through scientific methods. However, financial crimes involve complex structures, such as offshore accounts, layered transactions and investments in cryptocurrencies. Most important legal frameworks regarding evidence admissibility and investigation procedures, making detection and analysis challenging specially regulatory arbitrage play a significant role in facilitating financial crimes by exploiting differences in regulatory frameworks across jurisdictions. The emergence and rapid advancement in financial crimes pose serious challenges for forensic labs. To address these issues, labs are responding by increasing resources, enhancing interagency collaboration, building capacity, and implementing stricter regulatory frameworks to combat financial crimes effectively.

Keywords: Financial Crime, Forensic Labs, Regulatory Arbitrage etc.



The Role of Regulator in Developing Shariah-Compliant Corporate Entrepreneurial Eco-System in Pakistan.

SAAD

Pakistan commitment to financial advancement is firmly anchored in its commitments and the vision of its founding leaders. The country has made progress in creating a Shariah financial environment supported by a strong regulatory structure overseen by the Securities and Exchange Commission of Pakistan (SECP) and the State Bank of Pakistan (SBP). These bodies have implemented measures such as the Shariah Governance Regulations (2018) and guidelines for the issuance of Sukuk bonds to encourage a growing interest in services. In 2022, growth was particularly driven by the Federal Shariat Court's decision to ban Riba (interest), which accelerated the transition to a Sharia economic system. Islamic banking recorded a significant 30% increase in its assets and a 28% increase in deposits, which exceeded PKR 5. Importantly, SECP regulatory sandbox initiatives have played a role in integrating FinTech companies into Islamic finance, encouraging innovation and giving entrepreneurs the opportunity to explore avenues such as Sukuk tokenization and Islamic crowdfunding.

The significant expansion is noted with a 61 percent increase in Sharia-compliant funds. Demonstrates increasing global interest in ethical financial practices. The implications of these developments are examined in more detail in the paper's discussion. In particular, the establishment of Pakistan as a player in Islamic finance in the region and its positive effects on sustainable economic growth are examined. As technology and innovation continue to shape the future of Islamic finance, Pakistan's evolving regulatory environment will play a pivotal role in facilitating ethical, transparent, and inclusive financial practices.

Keywords. Shariah Compliant Corporate Entrepreneurship, Shariah Complaint Corporate Entrepreneurial Eco-system, Islamic Economy, Regulator, Secured Investment, Religious factor, Documented Sector.



Shaping Brand Familiarity, Recognition, and Loyalty of a Place Through Brand Coolness

Fizza Butt

The aim of the study is to propose and test the consequences, as well as the mechanism by which brand coolness transmits the effects on brand loyalty via brand familiarity and brand recognition which was yet to be considered. A cross-sectional approach was considered by surveying tourism industry customers. A usable sample of 402 respondents was considered for data analysis. The results revealed that brand coolness is supportive in shaping brand familiarity, brand recognition, and brand loyalty. Such findings are important to strengthen brand coolness literature and have theoretical and practical implications. The study proposes and empirically tests the consequences of brand coolness and the mechanism through which it stimulates brand loyalty.

Keywords: Brand coolness, brand loyalty, brand familiarity, brand recognition, the tourism industry, place branding



Brand Loyalty Impact

Anamta Ejaz, Malaika Musharaf

Purpose: The purpose of the study is to find the impact of social marketing and Brand equity through the chain mediation of Emotional attachment and Brand equity.

Findings: For the study has found the positive impact of social marketing on Brand equity. This study has found the mediatory role of Emotional attachment and relationship of social marketing and Brand equity.

Methodology: A study has been designed and the relationship outlined, such as a survey that targets consumers of a particular brand. It will gather data on their concept of social marketing efforts, emotional attachment, brand loyalty, and brand equity. Methods of statistical analysis, such as regression or structural equation modeling, can recognize the strength and instruction of these relationships.

Research implications: Increase the existing body of literature and seeks the attention of researchers, this study can provide perception into how social marketing plan influence brand loyalty and equity through emotional attachment. For marketers, this will be valuable in designing campaigns that not only attract but retain consumers by developing emotional connections with the brand.

Originality: Influencer partnerships involve brands collaborating with influencers, which can positively impact their followers. This can change consumer emotions and insight since people tend to trust influencers.

CSR programs see companies fulfilling their social and environmental responsibilities. This also affects consumer emotions, as they appreciate brands for their social contributions.

By researching these areas, you'll understand how these strategies influence consumer feelings and brand perception, making your work original by focusing on specific industries or strategies.

Limitation: Limitations allude to restraint that can affect research findings. A small sample size means there isn't enough data to popularize results, while focusing on a single demographic



restricts the applicability of findings to a broader audience. These limitations can impact the rationality of the research, so it's important to consider them when sharing conclusions.

Search Agenda: Examine how partnering with influencers result costumer view and interrelate with a brand. Secondly, assess how corporate social responsibility programs make consumers feel about a brand. Thirdly, describe what makes social marketing campaigns special and personal effects. Finally, study successful campaigns to identify key factors contributing to their originality and value.

Examine influencer partnerships to see if they boost brand image.

Investigate corporate social responsibility programs to understand their emotional effect on consumers.



How Product Quality & Service Quality Impact On Customer Loyalty? When Element of Customer Satisfaction and Repeat Purchase Mediates

Muhammad Waqas Nisar, Muhammad Faheem, Ahmad Awais

Purpose: The purpose of this study is to find the impact of product quality and service quality on customer loyalty through the chain mediation/double mediation of customer satisfaction and repeat purchase. The objective is to describe that how businesses can maintain or enhance customer loyalty by improving product and service quality, and how these efforts are mediated by customer experiences.

Findings: Our study has found the positive impact of product quality and service quality on customer loyalty. This study has also found the mediating role of customer satisfaction and repeat purchase between relationship of product and service quality and customer loyalty. It has been found that good quality product and service give greater customer satisfaction, which then encourages repeat purchases, ultimately driving customer loyalty.

Methodology: The Quantitative approach was used to collect the data. The population for this study are customers from the retail sector. A sample of customers was selected through random sampling technique. Data was persuaded/analyzed using SPSS for descriptive statistics and preliminary analysis, whereas SMART PLS (Partial Least Squares) was used for structural equation modeling (SEM) to test the relationships between variables and mediating effects.

Originality: This research is original in its approach by combining both customer satisfaction and repeat purchase behavior as mediating variables. It adds in previous studies by applying SEM techniques to assess the direct and indirect effects of product quality and service quality on customer loyalty, by giving a more comprehensive model of customer behavior.

Research Implications: The study offers a basis for future research by describing the mediating roles of customer satisfaction and repeat purchases in the link between product and service quality and customer loyalty. Researchers can develop on this model by exploring other potential mediators, moderating variables such as customer trust, need or testing the framework in various industries and cultural contexts. Additionally, future studies could explore the long-term impact of these relationships on customer retention and profitability.

Managerial Implications: For managers, this study guides that while considering high-quality products and services also focus on improving customer satisfaction to boost repeat purchases. By addressing these key mediators, businesses can more effectively foster customer loyalty, which is essential for sustainable growth and long-term success. Strategies aimed at enhancing customer satisfaction and encouraging repeat purchases should be central to any effort to improve customer loyalty.

Keywords: Quality Product, Quality Service, Customer Satisfaction, Customer loyalty, repeat purchase



Attachment of Brand Love

Hira Ramzan, Sadia Naz

Purpose: A gradual advancement of technology driven machines, devices and tools is reducing the efforts done by humans. The purpose of the study is to see the impact of Brand image, brand experience on brand loyalty, brand equity through the mediating role of brand love.

Findings: The research has explored the positive impact of brand image, brand experience on brand loyalty, brand equity through the mediating role of brand love. Further, the two key dimensions of brand love i.e., brand image and brand experience are significantly found with exertion of direct impact on the brand loyalty and brand equity.

Methodology: A questionnaire has been designed and distributed to the students of university. This research focused on data collection from malls in Pakistan using convenience sampling and analyzing the results with SPSS software.

Originality: This research attributes to the intricate relationship between brand image, brand experience, brand love, brand loyalty, brand equity in the context of Pakistan retail market. By revealing how brand love mediates the effects of brand image and brand experience on brand loyalty and brand equity.

Research Implication: This research enhance the understanding of emotional branding by revealing that brand love mediates the relationship between brand image and brand loyalty. Brand should be address on creating consistent and positive brand experience to uphold emotional connections. Thereby enhancing customer loyalty and equity.

Practical Implication: The research furthers the brand love along with the brand loyalty and brand equity. To reach a long lasting brand customer relationship we should enhance and improve our brand with new designs and attractive advertisement. Promote sale on discount and market manager also create efforts to young consumers can easily approach in the brands.

Keywords: Brand love, Brand image, Brand Experience, Brand loyalty, Brand Equity.



Customer Engagement on Purchase Decision through Social Media Marketing

Muhammad Umair, Muhammad Hassan

Purpose: A gradual advancement of technology through mobile phone's or social media has a great impact on purchase decision by customer. The current aims of study to determine the impact of consumer engagement through social media on purchase decision.

Methodology: As the aim of the research is based upon customer's point of view the methodology used will be quantitative approach. As the main objective to know the reaction of social media user's on social media generated content on different social media platforms. It is better to collect data from large number of people and to compare the response of each question to verify the hypothesis.

Findings:

The research result show that:-

- i. Customer engagement mediates the relationship between social media marketing and consumer purchase decision.
- ii. Use of social media has a positive effect on customer engagement.
- iii. Customer engagement has a impact on purchase decision

Originality: Social media marketing play a vital role for the customer on purchase decision. All the social media platform has an important objective to attract the customer to by their product. So, the current study to going to determine how social media marketing engaged the customer at the time of purchase decision.

Practical Implications: This research provide inside into how social media marketing impact on customer purchase decision.



Impact of Social Media on Employee Satisfaction & Employee Performance

Minahil Mustafa, Syeda Esha, Muhammad Waqas

Purpose: The purpose of the study is to see the impact when social media is used for collaborative learning and employee engagement on employee satisfaction. Further we see the impact of social media through the mediating role of employee satisfaction on employee performance.

Findings: The research has explored the positive influence of social media for collaborative learning and employee engagement on employee satisfaction. This research also explored how employee satisfaction positively influence employee performance.

Methodology: Research on social media employees' performance typically utilizes methodologies like surveys, performance metrics analysis, and qualitative interviews. These methods assess factors such as content output, engagement rates, and adaptability to platform changes, while also considering individual creativity and collaboration within teams.

Originality: Research shows that employee satisfaction in social media companies is often driven by factors such as creative freedom, workplace culture, and opportunities for innovation. However, the fast-paced and high-pressure nature of the industry can sometimes lead to burnout, affecting overall job satisfaction.

Research implications: This study shows the strategic role of social media in the enhancement of workplace dynamics. By showing how social media platforms, when used for collaborative learning and employee engagement can improve employee satisfaction, the research provides evidence for companies to integrate these tools into their organizational culture. The findings suggest that satisfied employees are more likely to perform better, signifying a crucial link between employee well-being and productivity. This research contributes to the ongoing discussions on how digital transformation and social technologies can be leveraged to create more unified, innovative, and high-performing teams.

Practical implications: This study highlights the role of social media in enhancing employee satisfaction and performance through collaborative learning and engagement. It suggests that organizations can enhance productivity by integrating social media into learning and engagement practices while focusing on employee well-being.

Keywords: Social Media, Employee Satisfaction, Employee Performance, Collaborative Learning, Employment Engagement.

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Mediating Customer Engagement: How Digital Strategies and Leadership Capabilities Drive Purchase Intentions

NAGEENA IMAN, ZUNAIRA AHMED

Purpose: Retaining the best purchase intention of customers is of high concern for most of the businesses these issues had been the significant focus of attention for the researchers. This paper discusses different factors which influence the customer engagement with businessmen of the Pakistan. This study comprises the impact of Digital strategies, Digital marketing innovations and leadership capabilities on Purchase intention through the mediating role of Customer engagement.

Findings: Based on the major findings of the present study of purchase intention of customers, it is concluded that digital strategy, digital marketing innovation and leadership capabilities have positive influence on customer engagement. This research has also discover the beneficial effect of customer engagement on purchase intention.

Methodology: The sample size is 400 (SPSS sheet is available for reference). Convenience sampling techniques is used to administer questionnaire to both large-scale and small-scale businesses in Pakistan. The study used only primary data through the use of adaptive questionnaire.

Originality: This research introduces originality by exploring the mediating role of leadership in shaping the effectiveness of digital strategies on customer engagement and purchase intentions. It examines how different leadership styles, especially digital leadership, influence the execution of innovative digital channels like AI, AR, and omnichannel strategies. Additionally, it integrates insights from behavioral economics to understand how emotional and cognitive engagement impacts consumer decisions, offering a fresh perspective on the intersection of leadership, technology, and consumer behavior. The study also incorporates cross-industry and cross-cultural comparisons to uncover contextual variations.

Practical implications: Digital marketing research plays a crucial role in long-term strategic planning, informed decision making, enhanced customer experience, targeted marketing strategies, optimized marketing channels, trend identifications, innovation and product development.



How employees Motivation resilience on organization productivity performance?

Evidence for the need of resilience to enhanced the employee performance.

Feaza Butt, Amna Shahzad

Purpose: The purpose of this research is to observe the impact on employee motivation on organization productivity.

Methodology:

Finding: Our study has found the positive impact of teamwork and kaizen culture. This study has also find the mediatory role of productivity between the relationship of teamwork, kaizen culture and employee performance. Further the four dimensions of employee motivation i.e., kaizen culture, teamwork, employee performance and productivity resilience and optimism are significantly found with the direct impact on organization Next, all the proposed direct relation are tested under the moderating impact on organization productivity.

Originality/Values: In this research contribute by integrating productivity as a mediating variable between teamwork kaizen culture and employee performance. And how to improvement of efforts and teamwork to enhanced the organization and employee performance.

Research Implications: This study enriches the literature about the indirect impact of resilience on appreciated the employee performance and provide the guidelines to employee for improve the performance in the organization and as a team member motivating your team member in a balance of fulfilling duty in the organization and provide comfortable environment to employee for better performance.

Practical Implications: The research further the employee motivation along with the organization productivity approach. Firms having skill employee are may better opt for the organization productivity. And direct themselves for getting of scale with higher production, reduction in per unit cost and gabber the maximum market share value. Organization can best utilize their capital by improve the employee performance and effectiveness.

Keywords: Employee Motivation, Organization performance, recognition, Employee performance, Kaizen Culture, Productivity, And satisfaction.



How employee's resilience is enhancing job performance? An evidence for the need of resilience on the half of employees for better job performance

Muhammad Bajwa, Muhammad Hashir

Purpose: The purpose of this research is to observe the impact of employee's resilience on his/her job performance.

Methodology: The data were gathered from employees working in companies using Questionnaires and surveys.

Findings: This research explored that employee's resilience positively influences his/her job performance, where psychological wellbeing and affective commitment acts as mediators.

Originality/value: This research provides a dual-mediation model, which is not much explored area in the existing literature on resilience and job performance. This research throws light on the fact that not only does resilience directly enhances job performance but also does it through improvements in employees' mental health and the employees' connection to the organization.

Research implications: This study enriches the literature about the indirect impact of resilience on overall job performance by identifying psychological well-being and affective commitment as mediators. It offers an enhanced view that is different than the direct relationship emphasized in many other studies.

Practical implications: The organizations should set up resilience building workshops like, stress management, emotional regulation, and problem-solving workshops to enhance the resilience of the employees. It should also promote mental health initiatives for its employees and provide its employees with counseling services, wellness resources, and flexible work arrangements to take care of its employee's psychological well-being and it should also keep assessment of the employees psychological well-being and help him in case of any problems. And it should create a work environment that encourages emotional engagement through recognition programs, meaningful work assignments, and opportunities for career growth which leads to higher employee loyalty and motivation. These all factors will result in enhanced job performance of employees.

Keywords: Resilience, Psychological Well-being, Affective Commitment, Job Performance, Dual Mediation, Employee Engagement, Organizational Behavior, Human Resource Management, Employee Well-being, Emotional Attachment.



Sustainable Business Performance

Muhammad Ehsan Asghar, Haider Ijaz, Usman Ali

Introduction: Sustainable business performance refers to the ability of a company to operate in a manner that ensures long-term success by balancing economic, social, and environmental responsibilities. It is about achieving financial profitability while also addressing the broader impact of business activities on society and the environment. Sustainable performance often integrates three main pillars, known as the triple bottom line.

Economic viability: The company remains profitable, ensuring long-term financial success and stability.

Environmental responsibility: The company minimizes its environmental footprint by reducing waste, conserving resources, lowering emissions, and using sustainable materials or practices.

Social responsibility: The company contributes positively to society, treating employees, customers, and communities fairly and with respect, often focusing on diversity, inclusion, and ethical labor practices

In summary, sustainable business performance is a holistic approach that focuses on not just immediate profitability but also the long-term health of the business and its impact on the world. This is crucial for creating value for shareholders, stakeholders, and future generations.

Purpose: The purpose of sustainable business performance is to create a business model that thrives in the long term while contributing positively to society and the environment.

Key objectives include:

- **Long-term financial success:** Sustainable practices can enhance efficiency, reduce costs (e.g., energy, waste), and open new markets, leading to increased profitability and competitive advantage over time.
- **Minimizing environmental impact:** By adopting eco-friendly practices, businesses reduce their environmental footprint, preserve natural resources, and mitigate the effects of climate change, ensuring that future generations can also thrive.
- **Enhancing brand reputation and trust:** Companies that prioritize sustainability often build stronger relationships with customers, employees, and stakeholders. This can result in higher brand loyalty, consumer trust, and employee retention.

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- Risk management and resilience: Sustainable business practices help mitigate risks related to environmental regulations, resource scarcity, or supply chain disruptions. Companies that integrate sustainability are often more adaptable and resilient in the face of external pressures.
- Social responsibility and ethical impact: Sustainable businesses contribute to social well-being by treating workers fairly, supporting local communities, and promoting diversity and inclusion. This creates value not only for the company but for society as a whole.
- Regulatory compliance and stakeholder expectations: Governments, consumers, and

investors increasingly demand corporate responsibility in terms of sustainability. Aligning with these expectations can ensure regulatory compliance and attract investment.

In essence, the purpose is to balance short-term business goals with long-term global sustainability, ensuring that companies remain profitable while contributing to a more sustainable and equitable world.

Methodology: The methodology of sustainable business involves integrating environmental, social, and governance (ESG) principles into business strategies to promote long-term value creation while minimizing negative impacts on people and the planet. Below

Findings: Findings from businesses that have adopted sustainable practices typically show significant benefits in multiple areas, including financial performance, brand reputation, operational efficiency, and stakeholder engagement. Here are key findings based on research, case studies, and market trends related to sustainable business practices, Financial Performance, Brand Reputation & Customer Loyalty, Regulatory Compliance & Risk Management, Operational Efficiency, Employee Engagement & Retention, Stakeholder Trust & Collaboration, Contribution to Global Sustainability Goals are fulfilled performance in globalization the erupt it.

Originality: Originality in sustainable business refers to the unique, innovative approaches that companies take to address environmental, social, and governance (ESG) challenges while ensuring long-term success. It is about going beyond compliance or conventional practices to create novel solutions that contribute to sustainability. Originality in this context can manifest in various ways: innovative Business Models, Holistic Solutions to Social & Environmental Issues, Disruptive Technologies, Novel Approaches to Stakeholder Engagement so on.



Research implication: The implications of research on sustainable business practices are wide-ranging and impactful, influencing businesses, policymakers, consumers, and the broader academic community. Understanding these implications helps guide decision-making and drives further innovation in sustainability across industries. Below is key research implications related to sustainable business.

- Business Strategy Development
- Policy and Regulatory Impact
- Consumer Behavior and Market Demand
- Investor Decision-making
- Innovation and Technological Advancements
- Corporate Governance and Leadership
- Supply chain management environment impact and climate action

Conclusion: The research implications of sustainable business practices extend across multiple domains, from strategy development to innovation, governance, and policymaking. These insights help businesses enhance their long-term viability, build stronger relationships with stakeholders, and contribute to global sustainability goals. They also provide a foundation for policymakers and educators to drive systemic changes that promote sustainability on a broader scale.



A Triad of Information Technology Capability, Organizational Learning Capability, Knowledge Management Process Paving The Way For Organizational Innovation And Innovative Performance

RUKHAM WAHEED

This study explores the importance of information technology capability, organizational learning capability, and knowledge management processes across the HEIs of Pakistan. This study highlights the relationship among these critical dimensions and determines their combined effect on organizational innovation and innovative performance. The direct evidence in this study provides the conceptual framework of the study. The data was collected by using the quantitative method; questionnaires were disseminated among university teachers. A total number of 230 survey forms were collected from the faculty members of HEIs which were serving in both public and private sectors. For final data analysis, SPSS 22 and Smart PLS 4 were used. G*Power 3.1 software was used with 99% power and a significance level of 0.05 on multiple correlations of 0.40 to find the sample size. By using G*power software, we get a sample size of 230. The relationship between direct and indirect variables comprising hypotheses were accepted except for the two. Organizational learning capability and knowledge management process are positively associated with organizational innovation and innovative performance. Furthermore, organizational innovation is used as a mediator between the independent variables (organizational learning capability and knowledge management process) and dependent variables (innovative performance) but not between Information Technology Capability, Organizational innovation, and Innovative Performance. From these results, the evidence provides a complete vision that could help policymakers better understand the factors affecting innovation. This study is limited to faculty members only, for proper investigation of innovative culture in HEI's future research can take views from administrative staff and students at universities and colleges.

Keywords: Information Technology Capability, Organizational Learning Capability, Knowledge Management Process, Organizational Innovation, Innovative Performance, Higher Education Institutions.



The impact of Work life balance, Procedural justice and Supervisor relationships on psychological meaningfulness and intention to leave

Abeeha Rashid, Bisma Sagheer

Purpose: This study aimed at investigating the impact of work-life balance, procedural justice and supervisor relationship on employees psychological meaningfulness and their intention to leave the organization. Psychological meaningfulness is proposed as a mediating factor. By examining these relationships, the study seeks to understand how organizations can foster a meaningful work environment that reduces turnover intentions among employees.

Findings: This model work-life balance, procedural justice, and supervisor relationship influence employees psychological meaningfulness which in turn affects their intention to leave.

Methodology: The research method used in this study is a quantitative method. A quantitative research approach was employed, using survey data collected from employees across various industries. This approach allows collecting data from the

largest possible sample from the population of the study, which will include the employees within the context of Pakistan. The data was analyzed using structural equation modeling (SEM) to assess the direct effects of Work-Life Balance, Procedural Justice, and Supervisor Relationship on Psychological Meaningfulness and its subsequent impact on Intention to Leave.

Originality: This study adds something new by bringing together multiple factors Work-Life Balance, Procedural Justice, and Supervisor Relationship into a single model. It examines how these factors combined influence employees' Intention to Leave.

Practical implication: The findings highlight several actionable strategies for organizational leaders and human resource practitioners. By promoting policies that support Work-Life Balance, ensuring fair and transparent organizational procedures (Procedural Justice), and fostering strong, supportive Supervisor Relationships, organizations can enhance employees' sense of meaningfulness in their roles. This, in turn, can reduce turnover intentions, improving employee retention and organizational stability.

Keywords: Psychological meaningfulness, Work-life balance, Procedural justice, Supervisor relationship, Intention to leave



Significance of Blue Economy for Pakistan: Policy Implementation and Compliance

Syeda Tahira Hussain

The Blue Economy represents a pivotal opportunity for Pakistan, endowed with a 1,046-kilometer coastline and a rich array of marine resources. This research paper investigates the significance of the Blue Economy for Pakistan, focusing on the critical aspects of policy implementation and compliance. The study examines how Pakistan's policies and governance frameworks effectively support sustainable marine resource utilization, economic diversification, and environmental protection.

Pakistan's coastal and marine sectors, including fisheries, aquaculture, maritime transport, and tourism, hold immense economic growth and job creation potential. However, acceptance of these opportunities is contingent upon robust policy implementation and stringent compliance measures. This paper explores the existing policies related to the Blue Economy in Pakistan, assessing their strengths and identifying gaps that hinder effective execution. Moreover, it highlights key challenges, such as inadequate regulatory frameworks, limited stakeholder engagement, and insufficient capacity-building initiatives.

Along with a comprehensive analysis of policy implementation processes and compliance levels, the paper emphasizes the role of technology and innovation in enhancing compliance and monitoring mechanisms. In conclusion, this research underscores the transformative potential of the Blue Economy for Pakistan and the imperative of effective policy implementation and compliance to harness its full benefits. Through strategic interventions and collaborative governance, Pakistan can pave the way for a resilient and prosperous Blue Economy.

Keywords: Blue Economy, Governance, Public Policy, Pakistan, Aquaculture, Maritime Trade



Explore The Mediating Role of Organizational Agility In Enhancing Organizational Performance

Fakiha Bukhari, Hamna Zahid

Purpose: The purpose of the study is to find the mediating role of organizational agility in enhancing organizational performance, specifically examining how knowledge sharing, organizational innovation and strategic partnership impact organizational agility.

Design/methodology/approach: This quantitative study employed a cross-sectional survey design to examine the relationship between organizational agility, knowledge sharing, innovation, strategic partnerships, and performance. A random stratified sample of 200 organizations across various industries was selected. Data was collected through a survey questionnaire developed from existing literature and pilot-tested for validity and reliability. Structural Equation Modeling (SEM) using SPSS/Smart PLS analyzed the data, ensuring content validity, construct validity, and reliability. The study adhered to ethical standards, including informed consent, anonymity, and data protection. However, limitations included the cross-sectional design and self-reported data.

Findings: The findings of the study revealed that knowledge sharing, organizational innovation and strategic partnership positively effect organizational agility. This study has also found the mediating role of satisfaction relationship between knowledge sharing, organizational innovation and organizational performance. Strategic partnership has the strongest impact on organizational agility and enhances organizational performance.

Originality/value: Since combines the rapid capabilities and resource-driven view to demonstrate the organizational agility. Analyze the mediating role of organizational agility in amplify organizational performance. Provide perceptions into the results of knowledge sharing, organizational innovation and strategic partnership on organizational agility.

Research implications: This study contributes to the understanding of organizational agility's impact on performance. The findings notify theory development in strategic management, organizational behavior, and innovation. Future research can explore industry-specific differences, longitudinal effects, and contextual factors influencing agility-performance relationships.

Practical implications: Organizations can enhance performance by developing agility through



knowledge sharing, innovation, and strategic partnerships. Leaders should advance versatile cultures, invest in innovation capabilities, and establish collective networks. Policymakers can create environments helpful to innovation and agility through regulations and incentives. By emphasize agility, organizations can improve competitiveness and responsiveness to changing market conditions.

Keywords: Organizational Agility, Knowledge Sharing, Innovation, Strategic Partnerships, Upgrade Performance, Adaptability, Leadership, Modify Management.



How does Working environment effect on productivity?

Mueez Ahmad, Ameer Rana

Purpose: It is general phenomenon that environment have direct effect on people. The purpose of this study was to investigate the effect of workplace environment on the performance of employee's productivity. Specifically, it aims to identify key factors such as a physical work place design, support, organizational culture effect performance of employees.

Design/methodology/approach: This study employs a mixed method approach to assess the effect of the working environment on employee productivity. Some data has been collected by questionnaire. A questionnaire has been designed and distributed across various industries. Some data gathered through semi structured interviews with employees and managers providing deeper insight into personal experience s regarding work environment.

Findings: The study revealed several key factors regarding the impact of the working environment on employee productivity. We have found that working environment, superiors support commitment flexibility working condition have impact of working error and work result. We understand the importance of organizational culture and atmosphere. Participants highlighted the role of social interactions and team dynamics in enhancing job satisfaction and productivity. Overall the findings suggest that if employee commit to work under certain environment that will automatically have effect on productivity. Improvement in environment can lead to improvement in productivity.

Originality/value: This working environment is perhaps a key root causing employees engagement or disengagement. Improving working conditions reduce complaints and increasing productivity. This study let us know that healthy organizational environment has impact on employees which cause on production. Bad environment, supervision, working conditions make bad impact on production. That is why the current study is going to determine how the environment can control in the system to maximize employee productivity and satisfaction.



Research implications: The findings of this study underscore several important implications for future research on the effects of working environments on productivity. Researcher should explore a wider range of work environment. Understanding how different context effect productivity. As technology continues to evolve changes in working condition guides organization to create more effective and supportive workplaces.

Practical implications: This research suggest several practical steps organizations can take to enhance productivity through improved working environments. Organization should encourage flexible condition of work, supportive culture, commitments with employees, new technologies. By these steps organizations can create environment that boosts productivity as well as job satisfaction.

Keywords: working productivity, supervisor support, team work, employee's workplace.



Employee Performance: The Mediating Role of Organizational Engagement and Success

MUHAMMAD MOMIN, MEERAB ILYAS

Purpose: A successful employee performance has depends upon motivation. Leadership Organization culture the current aims of study to determine now motivation, leadership organization Culture and is successful in employee performance

Methodology: The aim of the research is based upon employee point of view, the methodology. Used will be quantitative Approach, so it is better to collect data from large number of people who are employee in their organization and then compare to find the result.

Findings: The research result show that.

- (1)** Organization engagement mediates the relationship between motivation, leadership and performance employee
- (2)** motivation has a Positive impact on employee performance
- (3)** Organization engagement has an impact on employee performance

Originality: Motivation, leadership and organization culture play a vital role on employee performance so the current Study is going to determine now motivation helpful in Successful employee performance



Exploring the Impact of Research Meaningfulness and Perceived Organizational Support on Turnover Intention

Muhammad Wasay Bhatti, Faizan Ahmad

Purpose: This research aims to examine the connections between the meaningfulness of research activities, the perceived support from the organization, and employees' intentions to leave their jobs. The study specifically looks at how the perceived value and importance of research work, along with the level of support from the organization, affect employees' decisions to stay or leave the organization. By exploring these relationships, the research intends to provide insights into strategies for lowering turnover rates, improving employee retention, and creating a more supportive and motivating workplace for their employees.

Methodology: This study uses quantitative correlational design basis to explore the relationships among research meaningfulness, perceived organizational support, and turnover intention. Data will be gathered through structured surveys administered to employees from various organizations across different sectors.

1. Research Meaningfulness will be assessed using a scale that evaluates employees' perceptions of the significance and value of their research work.
2. Perceived Organizational Support will be measured through a questionnaire that gauges the extent to which employees feel supported by their organization in terms of resources, recognition, and encouragement.
3. Turnover Intention will be evaluated using a scale that captures employees' likelihood of seeking new job opportunities.

Findings: This research examines how meaningful the research activities and perceived organizational support impact turnover intention among employees. The study further establishes that workers who view their research as meaningful have lower turnover intentions since feeling purpose and value in their work leads to job satisfaction and commitment.

Originality: The research makes an original contribution by examining the interactive effect of research meaningfulness and perceived organizational support on turnover intention, a study area that remains largely unexplored together. The study further vindicates the mediating role of organization support, whereby even meaningful work would not prevent turnover without sufficient support. This provides practical insights to organizations and demonstrates that both



purposefulness and providing organizational support would help reduce turnover with an increase in employee retention. This adds to the literature and provides additional practical strategies in offering solutions to improve workforce stability.

Research implications: The research implications of this study suggest that organizations should give utmost importance to enhancing both meaningfulness of work and perceived organizational support in lessening turnover intentions. Since these threaten to neutralize each other, such information allows organizations to create better-rounded retention schemes that go far beyond monetary incentives. The implications are that a working environment where the employee feels that they are contributing and is receiving due appreciation, resources, and encouragement toward their further development will help improve job satisfaction and commitment. Such a study lays down a foundation for further study into these kinds of settings across different industries and roles.

Practical implications: The practical implications of this research reveal the need for organizations to create work environments wherein employees can find their tasks meaningful and their efforts worthwhile. Managers must devote particular attention to aligning an employee's work condition with the mission and objectives of the organization to increase their sense of purpose within. Further, each employee should be supplied support through consistent acknowledgment and provision of tools and possibilities for professional advancement, which would result in a reduction in intent to quit. Strategies combining meaningful work and effective organizational support can assist in keeping high-performing employees, enhancing employee satisfaction, and minimizing hefty turnover costs. The organizations can rely upon these findings to formulate better strategies for retention.



The Relationship between Entrepreneurial Leadership and Sustainable Outcomes

Fatima Majid, Aleesha Saeed

Purpose: The study's primary purpose is to investigate the relationship between entrepreneurial leadership styles and sustainable business outcomes and the mediating roles of innovation, risk-taking, and strategic decision-making. Identifying the key characteristics of leadership that facilitate sustainability.

Design/ Methodology/Approach: In this research, quantitative research methodology will determine the relationship between entrepreneurial leadership and sustainable outcomes through mediating systematic strategic planning and innovation. We're curious about how leaders who take risks and innovate affect their companies' sustainability. We'll collect data from business owners and managers in Pakistan. We've designed a survey to get their honest feedback on how they plan and innovate.

Findings: The research has explored entrepreneurial leadership's positive influence on entrepreneurial investments, innovation, risk-taking, strategic decision-making, work behavior, and sustainable business growth. This research also examined the positive impact of entrepreneur investments, innovations, risk-taking, strategic decision-making, sustainable business growth, and work behavior.

Originality: The study explores the originality of entrepreneurial leadership and sustainable business success, uncovering new insights that challenge traditional thinking. By examining the complexities of entrepreneurial leadership, we gain a deeper understanding of what drives business growth. In this, we also explore how entrepreneur leaders think, feel, and interact, and also provides us fresh perspective on leadership development and a unique framework for sustainable business growth.

Practical Implications: Such practical implications for entrepreneurs, by understanding the impact of entrepreneurial leadership on sustainable business outcomes, entrepreneurs can adopt effective leadership strategies to drive growth, innovation, and sustainability and develop organizational cultures that foster entrepreneurial mindset, risk-taking, and innovations leading to improved performance and competitiveness.

Context: In the context, of organizational development, entrepreneurial leadership plays a pivotal role in transforming how entrepreneurs approach leadership, make informed decisions, drive business growth, and navigate risks efficiently.

Keywords: Entrepreneurial leadership, Strategic planning, Strategic business innovation, Sustainable outcomes, Risk taking, Decision making



The Impact of Entrepreneurial Education On Entrepreneurial Career Adaptability With Mediating Role Of Self Efficacy

Ahtisham Zahid Kamal, Aroosa Shahid

This study investigates the relationship between entrepreneurial education and entrepreneurial career adaptability, likewise the way it makes a significant contribution to entrepreneurial success. The study intends to provide a route way for individuals to benefit themselves with a positive effect on entrepreneurial self-efficacy. The data was obtained from the final year graduate students of mandatory entrepreneurship courses to analyze the link between entrepreneurial education, intentions, and success, while using the Likert scale as a tool. This study used cluster random sampling, a total of 400 university students aged 22 to 24 years (Mean age = 23) were selected as respondents. The strongest linear relationship was found between Entrepreneurial Self-efficacy and Entrepreneurial Intention ($r = .885, p = .001$). Besides Entrepreneurial Education the main predictor of career intention ($\beta = .518, p = .005$), and self-esteem ($\beta = .463, p = .005$) also contributed significantly to Entrepreneurial Intention. Entrepreneurial Self-efficacy was found to significantly mediate the influences of and relationship between Entrepreneurial Intention and Entrepreneurial Education. Hence, it can be suggested by the results that Self-efficacy of undergraduate students is substantially associated with Entrepreneurial Intention leading to career adaptability, which plays an important role in efficiency and employability of graduates. It accounts for greater attention to be put on using entrepreneurial education as a medium for being a successful entrepreneur.

Keywords: Entrepreneurial education, Entrepreneurial Career Adaptability, Self-Efficacy



Supply Chain Disruptions: Strategies for Business Resilience

Aqsa Shabir, Malka Zawar Hussain

Purpose: The purpose of this research is to observe the impact of Strategies for Business Resilience on his/her job performance.

Methodology:

- **Conceptual Framework Development:** Concept model that depicts the interaction between SC Responsiveness and SC Flexibility as independent variables, while the mediating variable is SC Resilience Capacity and the dependent variable is SC Resilience.
- **Quantitative Study:** Questionnaires will be distributed to supply chain managers to collect original data relating to perceptions and performance for each of the variables under study.
- **Statistical Analysis:** The SEM will be employed to determine the relationships as well as testing the mediation effect that SC Resilience Capacity has on the relationship between SC Responsiveness and SC Resilience.
- **Case study.** Complete qualitative context will be included by providing case studies of different scenarios to accompany the quantitative data so that these dynamics may be translated to reality in real-world applications.

Findings: This research find the positive impact of SC Responsiveness, SC Flexibility on SC Resilience, which has further mediating role in SC Resilience Capacity.

Originality/value: This study is unique in that it integrates the mediating role of SC Resilience Capacity between SC Responsiveness, SC Flexibility, and SC Resilience. It therefore creates valuable insight for the strategic upgrade of organizations' supply chain capabilities in uncertain times

Research implications: The study expands the literature on supply chain resilience as it illustrates interconnectedness between responsiveness, flexibility, and resilience capacity. Indicates that additional research in the context factors can be done such as how industry type and geography play out differences in relationships.



Practical implications: Investments should be put on creating responsiveness and flexibility to create resilience capacity as well as overall resilience. These will surely pay long-term dividends in terms of managing disruptions when invested in technologies and trainings creating responsiveness and flexibility. The findings should be incorporated into the resilience planning of the companies in terms of focusing the development of capabilities for rapid responses and flexibility in the operations.

Keywords: SC Responsiveness, SC Flexibility, SC Resilience Capacity, SC Resilience



Playful Work Design

Kainat Sadiq, Anam Shahid

Purpose: The purpose of the study would be to investigate how Playful Work Design Influences Creativity in the workplace, mediated by Leaders' Autonomous Support. The study aims to explore the mechanisms through which playful work design can foster employee creativity, with leadership styles that emphasize autonomy acting as a crucial intermediate variable.

Hypothetical Research Question: How does playful work design affect creativity, and what role does leaders' autonomous support play as a mediator in this relationship?

Methodology: This section would outline the design, data collection, and analysis methods. A common approach might be:

Sample: Survey or experiment conducted with employees across various industries where creativity is essential (e.g., marketing, product design, tech).

Measures:

Independent Variable: Playful Work Design could be assessed through self-reported surveys, where employees describe the extent to which they experience playful elements in their tasks.

Mediator: Leaders' Autonomous Support could be measured using a validated scale (e.g., leadership autonomy support scale).

Dependent Variable: Creativity could be measured by supervisors' or peers' ratings of creative output, or through self-assessment.

Data Collection: An online survey or field study conducted in organizations where employees and supervisors provide responses.

Analysis: Structural Equation Modeling (SEM) or mediation analysis techniques (e.g., bootstrapping) could be used to test the direct and indirect effects of playful work design on creativity, with autonomous support as a mediator.

Findings: The study would hypothetically find that Playful Work Design has a positive influence on Creativity, but that this relationship is significantly strengthened when mediated by Leaders' Autonomous Support. Specifically, when employees perceive that their work environment is playful, it enhances the positive effect of Playful Work Design on their creativity.

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For example:

Direct Effect: Work environments which provide playful work design encourage creativity by inducing new ideas.

Mediated Effect: Autonomous leadership might stimulate creative thinking and risk-taking, amplifying the positive outcomes of playful work design on creativity.

Originality/Value: This study adds value by introducing Leader's autonomous support as a key mediator in the relationship between Playful Work Design and creativity, a relatively underexplored area. It demonstrates that creativity is not only a product of how work environments are designed to encourage playfulness and enjoyment but is also contingent upon autonomous leadership.

This research could provide new insights into leadership development, work design strategies, and organizational creativity practices.

Research Implications: The findings imply that:

Future research should focus on the role of work design in fostering creativity, especially in connection with leadership behaviors.

Investigating other mediators or moderators (e.g., employee personality traits) could expand the understanding of the conditions that enhance creativity.

Practical Implications: For practitioners (managers, HR professionals)

Leaders should be trained to provide autonomous support, promoting an environment where employees feel independent but still guided.

Organizations can integrate playful work elements (e.g., gamification, flexible task design) to further enhance creativity.

Overall, companies aiming to boost creativity should focus on both leadership style and playful work design.



Relationship Between Social Support, Social Media Usage, and Psychological Well Being among Undergraduates in Different Institutions of Punjab Evidence of the need for social media in Punjab University

Hamza Altaf, Ali Raza Talib

Purpose: The purpose of this research is to observe the effects of social media in the Punjab University.

Methodology:

Findings: This study found that students' learning through social media will be easier

Punjab University, like many educational institutions, uses social media to connect with students, share updates, and promote events. They often have official accounts on platforms like Facebook, Twitter, Instagram, and own website.

Originality/value: This research provides a dual-mediation model, which is not much explored area social media in Punjab University. Or research highlights the fact that spreading the word has become easier through social media sources.

Research implications: This study enriches the literature about the indirect impact of Online Features in Social Influence by Organizational Benefit well-being and with the mediator of Punjab University. It offers an enhanced view that is different than the direct relationship emphasized in many other studies.

Practical implications: The organizations should set up social media platform like, Facebook, Twitter, Instagram, and own website and A staff should be created to deal with the problems of the students It should also promote mental health initiatives for its students. And it should create a work environment that encourages emotional engagement through recognition programs, meaningful work assignments, and opportunities for career growth which leads to higher employee loyalty and motivation. These all factors will result in Punjab University with social media platform.

Keywords: Online Features Psychological Well-being, Affective Commitment, User Characteristics, Mediator, social media, in Punjab university Organizational Benefit, Human Resource Management, Emotional Attachment.



Understanding the Effects of Entrepreneurial Intent on Business Success: The Mediating Role of Social Support and the Moderating Impact of Innovation”

Muhammad Usman Mubarik, Hira Tanweer Butt, Sara Atif Syed

This study investigates how entrepreneurial intent among business students influences their anticipated business success, focusing on the mediating role of social support and the moderating impact of innovation. Entrepreneurial intent—defined as students' commitment and motivation to start a business—is essential for understanding future business outcomes. In this context, social support is examined as a mediator, where encouragement and guidance from family, friends, and mentors may strengthen the relationship between entrepreneurial intent and anticipated success. Innovation is explored as a moderator, with the potential to enhance students' confidence in their ability to achieve success through creative and adaptive approaches. Data will be collected from business students to analyze these relationships and understand how support and innovation impact their intent to pursue successful entrepreneurial ventures. Results aim to highlight the importance of fostering strong support networks and promoting innovation within educational settings to enhance students' entrepreneurial potential. This research provides insights into the factors that shape business students' entrepreneurial outlook and preparation for future success.

Keywords: Entrepreneurial Intent, Business Success, Social Support, Innovation



Work-Life Balance in Single Working Mothers: A Qualitative Approach

Mehtab Hafeez, Kiran Shahid, Arooj Fatima, Tehreem Fatima, Dr. Nasreen Akhtar

This qualitative study investigates the experiences and challenges faced by single working mothers in balancing their work and family responsibilities. This study seeks to address this gap by exploring the lived experiences of single working mothers and identifying the factors that facilitate or hinder their ability to achieve a balance between work and family life. This qualitative study employed a thematic analysis approach, using semi-structured interviews with six single working mothers. The participants were recruited through snowball sampling and were selected based on their experience of being single working mothers. The interviews were conducted in a private setting, lasted approximately 30-60 minutes, and were audio-recorded with the participants' consent. The data was transcribed verbatim and analyzed using Braun and Clarke's (2006) thematic analysis framework. The analysis involved identifying, coding, and categorizing themes and sub-themes that emerged from the data. Confidentiality was ensured through member checking, peer debriefing, and thick study description. Results of the study suggest that the Single working mothers face numerous challenges in balancing their work and family responsibilities. The study revealed that they employ various strategies to manage their personal and office work, prioritize their child's needs, and maintain a support system. However, they also struggle with personal wellbeing, financial stability, and resilience in the face of adversity. Notably, divine faith emerged as a significant theme, highlighting the importance of spiritual beliefs in coping with challenges. The findings suggest that single working mothers are resilient and resourceful, but also require support and understanding from their employers, family, and community.

Keywords: Single working mothers, Work-family balance, Coping mechanism



Experiences of Career Threats and their negative impact on mental health of University Teachers

Dr. Nasreen Akhtar, Dr. Syeda Salma Hasan

The current study explored the experiences of university faculty about their career threats and their harmful effects on their wellbeing. Semi-structured interviews were conducted with 10 faculty members who experienced interpersonal conflicts with chairperson of their respective departments. Participants were selected by using snow ball sampling technique. Results of thematic analysis indicated that the faculty members experienced job insecurity when chairperson wrote adverse remarks on their performance reports. They also experienced career threats when their job confirmation was not made or probation period was extended. They reported that these experiences were highly stressful and had negative impact on their teaching quality and research output. The study has important implications for deans, chairpersons and faculty members of universities.

Keywords: Career threats, job insecurity, adverse performance report, extended probation period, distress.



Women Empowerment through Education: The Role of Media in Promoting Female Education in Malakand, Pakistan

Muhammad Ali

This study aims to contribute to a deeper understanding of the complex power dynamics that hinder women's participation in higher education and the role media has and can play in altering these dynamics. More specifically, drawing upon the theoretical framework of Cognitive Dissonance, the study examines the barriers to women's participation in education in Malakand and their reactions to these barriers. A sample of 200 female university students will be selected through purposive sampling and surveyed using a 5-point Likert scale. The survey will explore the consumptive habits of media by females and the role those habits have played in altering their views of the value of higher education and their awareness of the barriers to pursuing higher education, including patriarchal norms, fear of social ostracism, and lack of representation. To understand the influence of media across different generations, the study will compare women with access to social media to those without such access across different age groups and ask questions about how their consumption of social media has impacted their life decisions and in particular their attitudes toward continuing their educational path. By exploring the relationship of female access to media, this research aims to identify ways in which media can be leveraged to promote female education and empowerment in Malakand, Pakistan.



Impact Of Islamic Work Ethics On Employee Performance

MARYAM SHAHZADI, LAIBA SAJID

Purpose: The purpose of this research is to observe the impact of Islamic work ethics on employee performance.

Methodology:

- **Research Design:** It is a cross-sectional method of survey research in the quantitative approach.
- **Population:** It will be conducted on employees and managers of organizations dealing with several industries that have taken Islamic work ethics on employee performance.
- **Data Collection:** There will be a structured questionnaire used in collecting data regarding the employee engagement, training and development, performance management, and compensation and benefits. The responses will be online, obtained through a survey.
- **Data Analysis:** Structural Equation Modeling (SEM) will be applied to determine the interrelationship between variables and evaluate the moderating role of Islamic work ethics. Other forms of multiple regressions analysis will be used to explore the strength of both direct and indirect relationships.

Findings: This research finds the positive impact of Islamic Work Ethics on Employee engagement, training and development, performance management, and compensation and benefits, which has a further moderating role in Employee Performance.

Originality/value: The study adds up to the understanding of the combination of training and development, employee engagement performance management, and compensation and benefits. It also throws light on the role of employee's performance in the growth of organizational adaptiveness, it shows how a business can make development as well as make it's employees loyal and more efficient.

Research implications: The model highlights various directions for future research, especially in exploring how Islamic Work Ethics moderates the relationship between employee performance and training development. It also encourages an investigation into the specific skills that leaders need to cultivate in order to effectively drive employee performance. Future



studies could utilize this framework across different industries or regions to analyze how internal factors, such as regulatory changes, influence the relationships depicted in the modal.

Practical implications: This model highlights the importance of adopting training and development, employee engagement, performance management, and compensation and benefits to improve employee performance to enhance and emphasize employee's social responsibility, loyalty work efficiency. Managers should work on Islamic work ethics to enhance employee honesty and sense of social responsibility. Organization's improved employee performance enhances its trust and loyalty to its employees.

Keywords: Employee Performance, Islamic Work Ethics, Training and Development, Employee Engagement, Performance Management, and Compensation and Benefits



Comparative Analysis of Sixty-two Countries on the Basis of Financial Services with A Focus on Pakistan

Abdul Aziz Khan Niazi, Ayesha Ashfaq, Maryam Abid

The study is aimed to compare financial services of Pakistan with sixty-one selected countries. Overall design of the study comprises of survey of literature, data acquisition, and analysis. Population under study is all sovereign countries of the world. Sampling design is purposive sampling and sample size is sixty-two countries. Technique of analysis is Grey Relational Analysis (GRA). Data are acquired from World Development Indicators (WDI) i.e. the website of World Bank. The results of the study show that Libya ranks at 1st position, Pakistan at twenty-sixth, and Madagascar at sixty-second position according to financial services (including insurance services). The study is based on an authentic real dataset and the study provides propounding insights to the stakeholders. It also provides food for thought to the policy makers. It contributes country-wise grey relational coefficients, grades, and ranks to the literature.



The Rising Popularity of Anime Tourism: Opportunities and Challenges in the Context of Pakistan

Nabeela Nazly, Saqib Rehman, Adeel Nasir

Purpose- This study explores the emerging phenomenon of anime tourism in Pakistan, a niche market within the broader tourism industry driven by the global popularity of Japanese animation (anime). The research aims to analyze the factors contributing to the mounting popularity of anime tourism in Pakistan and to evaluate its potential opportunities and challenges.

Design/Methodology/approach- Utilizing a mixed-methods approach, the study combines quantitative data from surveys, tourism statistics, and economic reports with qualitative insights from interviews with stakeholders, including event organizers, government officials, and leaders of anime fan communities.

Findings- The quantitative analysis reveals a significant increase in anime viewership, participation in anime-related events, and a positive perception of anime culture among Pakistani youth, particularly in urban areas. Tourism statistics indicate a notable growth in the number of anime-themed events, tourist influx, and revenue generation over the past five years. Qualitative findings highlight the enthusiasm and engagement of the youth in anime culture but also point out infrastructural challenges and a lack of targeted government support for this sector.

Research Implications- The study concludes that anime tourism holds substantial potential for cultural exchange, economic development, and enhancing Pakistan's international image in the tourism market. However, realizing this potential requires addressing infrastructural and policy challenges as well as ensuring inclusive and diverse engagement across different socio-demographic groups.

Originality/Value- The research contributes to the understanding of niche tourism markets in South Asia and offers insights for stakeholders aiming to capitalize on the global phenomenon of anime tourism.

Keywords: Anime Tourism, Pakistan, Japanese Animation, Niche Tourism, International Collaboration, Cultural Perception, Fan Communities, Event Tourism, Government Policies, Tourism Infrastructure, Socio-Demographic Engagement, Market Potential, Tourism Statistics



Wearable Health Monitoring System for Early Detection of Cardiovascular Events

Nida Iqbal, Momina Amer, Ramal Zahid

Cardiovascular diseases (CVDs) remain a significant challenge in both clinical care and healthcare management due to their high rates of morbidity and mortality. This study proposes the development of a wearable health monitoring system designed to continuously detect early signs of cardiovascular events, such as heart attacks and strokes. The system integrates electrocardiogram (ECG) sensors, blood pressure monitors, and pulse oximeters to monitor vital signs in real-time. Utilizing cloud-based machine learning algorithms, the system analyzes physiological data to detect abnormal patterns indicative of impending cardiovascular issues. Upon detecting critical anomalies, it triggers alerts to notify healthcare providers or emergency services, enabling timely medical intervention. From a healthcare management perspective, this system aims to optimize resource allocation, reduce the burden on emergency departments and improve patient outcomes. The design of this system is geared towards reliability, accuracy, and user-friendliness, which will ensure patient satisfaction and improve the quality of cardiac care. This approach has the potential to reduce healthcare costs by preventing cardiac events and improving early intervention strategies.

Keywords: healthcare management, cardiovascular diseases (CVDs), wearable health monitoring, electrocardiogram (ECG), machine learning, real-time monitoring



Evaluating the Pakistan as an Importing Country: A Grey Incidence Modelling

**Abdul Aziz Khan Niazi, Amama Rao, Nameera Abdul Ghaffar, Ayesha Muzammil,
Aliza Fiaz**

The study is aimed at evaluating the Pakistan's position as an importing country against the selected sixty-eight countries. The design of the study is review of literature, data elicitation, and grey relational analysis. Population under study comprises of all sovereign countries of the world since imports are common phenomenon world over. Sampling design is non-probability based purposive sampling. All countries, the data of that was available on website of World Bank i.e. World Development Indicators (WDI) are included in sample. Data are taken from WDI and have been analyzed through technique of Grey Relational Analysis (GRA). Results of analysis show that Pakistan occupies 57th position among sixty-nine countries. Germany occupies first position and Brazil occupies sixty-ninth position. This is a real time data based study having propounding practical and theoretical implications for the stakeholders.



Evaluating the Level of Pollution in Pakistan as Compared to the World: A Grey Relational Analysis

Abdul Aziz Khan Niazi, Riya Malik, Zaeema, Affifa Rabeel, Ahmad Bilal Haider

The objective of this research study is to compare and assess the level of pollution that exists in Pakistan in comparison with other countries of the world by implementing Grey Relation Analysis (GRA). This paper uses an integrated comparative analytical approach by using data of the indicators of pollution in Pakistan with that of one hundred and eighty-four countries applying GRA. Information about air, water, and soil pollution indicators gathered from international data is analyzed to determine grey relational grades that indicate the level of pollution in Pakistan relative to other nations. Results of the analysis show that the level of pollution in Pakistan is many folds higher as compared to the global standards, with higher deviations in case of air quality and water safety that indicates critical points of environmental intervention. It brings forth a pressing need for policy reforms and more sustainable practice in Pakistan. From this comparative analysis, the insights gained would guide policymakers on pollution control measures, to effectively implement and prioritize related environmental health initiatives.



Evaluation of Production of Fisheries of Pakistan against the World: A Gray Relational Analysis

Abdul Aziz Khan Niazi, Areeba Aurangzaib, Hira Mushtaq, Husna Mojdin, Zaraksha Rashid, Hiba Qamar, Amna Jameel

The production of fisheries worldwide is examined in this research study, with an emphasis on the social, environmental, and economic aspects of this important sector. For millions of people globally, fisheries provide food and a living. They are therefore essential to food security. In order to determine changes in catch quantities, species diversity, and the effects of overfishing and climate change, the research analyses data from several regions. In order to secure the long-term sustainability of fishing resources, it also examines sustainable practices and regulations. Therefore, aim of the study is to evaluate the production of fisheries of Pakistan against the world using Gray Relational Analysis (GRA). The design of the study is literature review, data acquisition, and analysis. Population understudy is all sovereign countries of the world. The study is envisaged on the data of total two-hundred eight countries to be exact. Data is obtained from World Development Indicators (WDI). Techniques of analysis employed is GRA. Pakistan ranks on relative lower side. It is an original study based on accurate dataset, employing a unique analysis model, and provides lot of new insights to a wide range of stakeholders as it contributes grey relational coefficients, grey relational grades and grey relational ranks as against each country.



Exploring the Impact of Role Ambiguity, Work Overload, Work-Family Conflict, and Employee Engagement on Turnover Intention.

HUSSAIN AJAZ AHMAD KHAN KAKAR, MOHSIN HABIB

PURPOSE: The aim of this research is to analyse the effects of role ambiguity, work overload and work-family-conflict on the employee engagement levels and the willingness of employees to stay with organization. By recognizing these aspects, the firms are able to solve some challenges and enhance employee retention strategies. The research seeks to determine important aspects that foster turn-over intention and proffers recommendations on how to have a more attached workforce. In the end, the specific task is to improve working conditions in such a way that will lead to decreasing turnover rates.

FINDINGS: The analysis of the scales indicates that ambiguity of roles and work overload intensify work-family conflict on lower employee engagement. Employees who have higher levels of ambiguity and overload are more likely to report turnover intentions. In addition, a lack of well-defined roles and an overwhelming workload contribute to high stress and disengagement, which only amplifies the likelihood of leaving the organization. These have been proven to positively influence employee engagement and may reduce turnover intentions. More generally, what appears to be most important in strategies intended to improve employee retention is communications, workload, and other forms of support systems.

METHODOLOGY: The research methodology adopted a quantitative method to collect data through administering a survey to employees within the organizations. Role ambiguity, work overload, work-family conflict, engagement, turnover intention is some of the questions that were included. Statistical analysis involved regression modelling for researching the relationship of various variables in this study. It aimed at getting clear insights on how these factors would affect employee results and retention.

ORIGINALITY: The originality of this study lies in its comprehensive approach to linking role ambiguity, work overload, and work-family conflict directly to employee engagement and turnover intention. It explores the interplay of these factors in a holistic manner, offering fresh insights into how they collectively impact retention. Additionally, the research emphasizes practical implications for organizational leaders to address these challenges. This study contributes to a deeper understanding of employee behaviour in modern workplaces.

RESEARCH IMPLICATIONS: The research implications suggest that studies in the future



should be conducted in search of further mechanisms which may well connect work overload and role ambiguity with employee turnover intention across various industries. Other considerations could be looked into as well, such as the role played by organizational culture in minimizing work-family conflict and its relations with the levels of employee engagement. Furthermore, the question of interventions effective in reducing stress and clarifying role in jobs would provide pertinent answers.

PRACTICAL IMPLICATIONS: Now, regarding the practical application, it would mean that organizations would create proper roles to manage their workloads effectively and support work-family balance to enhance engagement and reduce turnover. In that case, if such issues are addressed, higher retention will be gained by the organizations for a longer time. Thus, easy communication and workload management are a must for long-term success.

Keywords: Exploring the Impact of Role Ambiguity, Work Overload, Work-Family Conflict, and Employee Engagement on Turnover intentionn.



Evaluating Cereals Production in the World Focusing Pakistan: Applying the Gray Relational Analysis

Abdul Aziz Khan Niazi, Muneeb Butt, Arooj Fatima, Muskan Munawar, Tasleem Sultana, Mahnoor Kashif

The study is aimed to evaluate the country-wise production of cereals in the world and comparing Pakistan with rest of the world. The design of the study encompasses review of literature, data attainment, and analysis. The population comprises of all countries of the world and sampling is non-probability purposive. Sample size is one hundred and seventy-eight countries. Techniques of data analysis is grey-incidence-analysis and modeling. Findings of the study show that based Pakistan is at twenty-third, China at first and Cabo Verde at one hundred seventy-eighth position. The study contributes grey relational coefficients, grey relational grades and grey ranks towards body of knowledge. Research looks into the biophysical, socio-economic, and technological factors shaping the yields and sustainability of cereal production. It reviews the globally emerging trends in cereals production, with disparities of regional differences and effects of climate change, as well as issues that future demands bear. Government policies and international trade are reflected in ranks in relation to the production and distribution of cereals. Much has been done towards cereal production increase in the last century and lot is to be done. The study provides lot of insights to the stakeholders particularly to policy makers.



AI in the classroom: A student perspective

Sara Atif Syed, Hira Tanweer Butt, M. Usman Mubarik

The study aims to examine how the students perceive the impact of AI on their educational skills, in term of using ChatGPT. It seeks to provide valuable understanding of student's perception regarding the use of ChatGPT in an educational context. The plan of study is consisted of literature review along with quantitative approach. The study employee's nonprobability purposive sampling and the population consists of undergraduate students. The data is collected by using an instrument of measurement which is based on Likert scale. Analysis is conducted by using descriptive statistics. Therefore, this study is valuable and distinctive attempt. While, this study is conducted on real time data collection. The results of the study shows that students perceive AI as a tool having positive impact on their classroom learning. The study is useful for educational sector as AI is the coming future.

Keywords: ChatGPT, Artificial Intelligence, Classroom Learning, Education, Student's Perception



Potential Risks of Artificial Intelligence in Autonomous Vehicles

Noor Mumtaz, Noor Ul Ain Syed, Nisha Shabbir, Neha Imran

The integration of Artificial Intelligence (AI) into autonomous vehicles is a significant milestone in automotive innovation, promising improved safety and efficiency. However, this breakthrough brings major concerns that demand a thorough investigation. This study investigates the possible risks of AI in self-driving vehicles, concentrating on ethical quandaries, interpretability of AI decision-making, cybersecurity vulnerabilities, and the ramifications for public trust and regulatory frameworks.

Deep learning, a form of AI, lies at the heart of autonomous systems, allowing cars to perceive changing environments. However, the shortcomings of these models, such as their vulnerability to adversarial attacks and errors in decision-making under unforeseen settings, raise safety issues. Furthermore, the opacity of AI decision-making creates ethical and legal concerns about liability in accidents. This study examines significant literature, including findings from studies on safety standards, risk reduction, and the societal implications of intelligent automation in self-driving vehicles.

Our findings emphasize the importance of strong safety measures, transparent AI algorithms, and globally harmonized rules in addressing these difficulties. We offer a conceptual framework that highlights the link between AI algorithm mistakes and autonomous vehicle dangers, which is tempered by external driving conditions. By tackling these dangers through interdisciplinary collaboration among technologists, policymakers, and ethicists, this study hopes to contribute to the creation of safer and more trustworthy autonomous driving systems.

This study advocates for a balanced approach to innovation and regulation, ensuring that breakthroughs in AI-powered mobility maintain society's safety, trust, and ethical values.



How Smart Tourism Technology Influences Revisit Intention: Examining the Mediating Roles of Memorable Tourism Experience and Tourist Happiness

Hafiz Muhammad Talha, Ibrahim Ashfaq

Purpose: This study aims to investigate the impact of smart marketing technology on revisited destinations and investigate the relationship between travel memory and tourist satisfaction.

Methodology: This study uses a multi-method cross-sectional research design to examine the impact of Smart Marketing Technology on revisit intentions and investigate the mediation between Unforgettable tour and tourists' happiness. 300-500 tourists who went to smart tourism sites were selected as a sample through simple sampling. Information including demographic information, work technology, travel memories, guest satisfaction and revisit plans will be collected through online surveys.

Findings: Smart tourism technology has become important to enhance the experience of tourists. Studies show that smart technology can have a positive impact on repeat visits and memorable trips, and visitor satisfaction is a key factor in improving it.

Originality/value: This study contributes to the existing literature by investigating new relationships between tourism technology, travel memories, tourists' health and rethinking. By examining the mediating role of travel memories and travel quality, this study provides new insights into the psychological processes that drive travel behavior.

Research implications: This study has important implications for research and practice. It improves the understanding of the impact of smart marketing technology on tourist behavior and helps develop a comprehensive system that integrates technology wisdom, experience, perspective, and revisit goals.

Practical implications: The results of this study have implications for tourism stakeholders. Destination managers can invest in smart marketing technology to create memories and create experiences that combine technology, imagination, and pleasure. Tourism marketers can highlight the characteristics of smart marketing in the industry and emphasize experiences that enhance the happiness of the tourist.

Keywords: Smart tourism technology experience, Tourist satisfaction, Happiness, Revisit Intentions, Smart Tourism Technology, Memorable tourism experience, Tourist Destination loyalty



Sustainable Corporate World: A Pipe Dream

Hira Tanweer Butt, Sara Atif Syed

Muhammad Usman Mubarik, Dr. Kanwal Iqbal Khan

The recent advancements in the world have completely changed the corporate sector. These advancements, whether in terms of technology or science, are somehow much valuable for the mankind even for day to day life. This research study aims to formulate a research question through this concept paper about the fake adoption of sustainable practices by the corporate world and society enjoying this fascination. This study focuses on the corporate sector of Pakistan and the data is collected from the seven well-established corporations of the country. This research study has used thematic analysis as it is a qualitative study. The results of the study revealed that majority of the corporate sector has these sustainable regulations just in records and papers so that it can help them to have a good image and word of mouth. The study shows the organizations in Pakistan, are focusing on faking the sustainability rather than applying it truly. This also reveals that the concept of earning profit, even if it disturbs or destroy the environment, has once again taken over the corporate sector. Different research studies have been conducted in Pakistan to analyze the pros and cons of sustainability in corporate sector but unfortunately not many studies have unveiled the analysis on distorted face of corporate world. This research study intends to fill this gap. It will be significant for all the stakeholders of corporate world such as Government, General Public, Law-making Agencies, Environmental Activists and Regulators etc.

Keywords: Corporate Sector, Organizations, Government, Pakistan, Ethics, Sustainability, Sustainable Environment.



Complexity of Adoption: An ISM Model of Impediments for Social Responsibility Investment in Pakistan

Ayesha Shehzad, Kanwal Iqbal Khan, Shahid Mahmood

Sustainable practices significantly reduce carbon footprints, climate change, and the toxic pollutants released into the atmosphere. Socially Responsible Investment (SRI) practices are emphasized and are required immediately. The concept of SRI was introduced and is becoming increasingly widespread. Still, this practice is hindered at the different stages of its adoption. The present study aims to identify the impediments to implementing the SRI system. The study is conducted in two basic steps: extensive literature review and ISM model formation. A panel of 13 experts was used to finalize the list of 15 impediments further used in ISM. MICMAC analysis was used to classify the impediments in different clusters based on their dependence and driving powers. After analyzing the contextual relationships of the impediments of SRI, a hierarchical model was formed, presenting the different levels of the barriers. The findings revealed that lack of investors' confidence, high implementation cost, communication gaps, lack of state support, unclear environment protection laws, and complex regulatory frameworks are the foremost impediments to the SRI implementation system. The identified impediments of SRI can be helpful for the establishment of sustainable projects for making policies and regulatory frameworks. Individual investors can benefit from this study by analyzing the impediments of SRI and making their investment portfolios accordingly.

Keywords: social responsibility investment, ISM, resource scarcity, impediments, MICMAC analysis



How Macroeconomic Factors Affect the Leverage Behavior? A Model of Asset Light and Fee-Oriented Strategy in the Hospitality Industry

Rabia Aslam, Dr. Adeel Nasir

Asset light fee-oriented strategy involves reducing the risk and facilitating the firms to grow with minimum investment. It enables the organization to transition the fixed cost to a variable cost structure. The purpose of this paper is to examine the impact of asset-light fee-oriented strategy, on the leverage behavior of the hospitality industry i.e., the proportion of debt and equity financing and check how it is related to the hospitality industry with the help of macroeconomic factors. The sample of this study is the USA hospitality industry for the period of 2011 to 2024. Data has been taken through the company's annual financial statements. Univariate analysis and panel data estimation has been used to examine the relationship between ALFO and capital

structure with the effect of macroeconomic variables. Study results found that ALFO is broadly used by the hospitality industry, and as predictable the fixed asset ratio, degree of franchising, and fee income ratio are the components of ALFO, where ALFO is positively related to the firm's leverage behavior. However, macroeconomic factors like inflation and GDP have a direct positive impact on the leverage behavior of the hospitality industry but as a moderator, there is no strong relationship between ALFO and capital structure is found. Internal and external environment variables can also review determinants of the capital structure of non-fee firms.

This study will offer several implications, managers of the firms can gain applied insight into how much macroeconomic factors affect the industry and how ALFO behaves with the leverage of firms. The contribution of this study to the literature is by identifying an imperative industry precise variable, which affects the capital structure of a hospitality industry

Keywords: Assets light fee-oriented strategy, capital structure, Macroeconomic factors



Use of AI in Customer Service and Support in Business: Opportunities, Challenges, and the Way Forward

Ghulam Mustafa

The integration of Artificial Intelligence (AI) into customer service and support systems has significantly transformed how businesses interact with customers. This paper delves into the various opportunities AI offers, such as enhancing customer satisfaction through personalized experiences, improving efficiency with automated responses, and reducing support operation costs. It also addresses major challenges like data privacy concerns, the need for substantial initial investments, and the potential loss of the human touch in customer interactions. By analyzing current trends and case studies, the paper provides a comprehensive overview of the benefits and drawbacks of AI in customer service. Additionally, it offers insights into the future trajectory of AI in this domain and suggests strategic pathways for businesses to effectively navigate the evolving landscape. The findings aim to inform business leaders and technology developers about best practices and considerations for successfully integrating AI into customer service frameworks.

Keywords: AI, Customer Service, Support in Business, International Practices



Understanding Perception Regarding Impact of Information and Communication Technologies Adoption in Pakistan's Agribusiness

Manan ASLAM, Zhiwen LI, Muneeb Ahmad Gujjar

It has been observed that there is a profound relationship exist between ICTs adoption and agricultural performance. In the context of Pakistan and other developing economies, the farmers are shifting towards modernized agricultural practices for managing the agricultural activities and commercialization. Still, many farmers are being exploited by the market intermediaries, so minimizing the role of market intermediaries is a win-win situation for the farmers as well as for the consumers. The study in hand figures out the impact of ICTs adoption on agricultural performance. A sample size of 300 respondents from Punjab Pakistan were selected randomly. The binary logistic regression technique was used to evaluate the perception of small landholders regarding impact of ICTs adoption on agricultural performance. According to outcomes of research, ICTs adoption for agricultural activities, age of the farmer, education of the farmer, total farm size of the farmer, access to finance for accomplishing agricultural activities and market participation were influencing significantly to agricultural performance. In reality, the farmers in developing nations are being exploited by the market agents. This way farming community will be able to develop their own linkages with agribusiness industries which will eventually empowering the rural communities in Pakistan and other developing nations. In short, the digital agriculture is a crucial trajectory for sustainable agribusiness and rural development.

Keywords: ICTs adoption, agricultural performance, market intermediaries, market participation, sustainable agribusiness, rural development.



Navigating Digital Transformation: Strategies for Business Resilience

Muhammad Talha Shoaib, Arslan Hussain Qureshi

Purpose: The purpose of this research is to observe the impact of Strategies for Business Resilience on his/her job performance. **Methodology:**

Research Design: It is a cross-sectional method of survey research in the quantitative approach.

Population: It will be conducted on leaders and managers of organizations dealing with several industries that have taken digital transformation strategies and have agile leadership practices.

Data Collection: There will be a structured questionnaire used in collecting data regarding the digital transformation initiatives, agile leadership behaviors, organizational resilience, and adaptability. The responses will be online, obtained through a survey.

Data Analysis: Structural Equation Modeling (SEM) will be applied to determine the interrelationship between variables and evaluate the mediating role of business resilience. Other forms of multiple regressions analysis will be used to explore the strength of both direct and indirect relationships.

Findings: This research find the positive impact of Digital Transformation & Agile Leadership on Business Resilience, which has further mediating role in organizational adaptiveness.

Originality/value: The study adds up to the understanding of how the combination of digital transformation and agile leadership raises business resilience. It also throws light on the role of resilience in the growth of organizational adaptiveness, it shows on how a business can remain competitive as well as adaptable in rapidly changing environments.

Research implications: The model highlights various directions for future research, especially in exploring how business resilience mediates the relationship between digital transformation and organizational adaptiveness. It also encourages an investigation into the specific skills that leaders need to cultivate in order to effectively drive digital transformation. Future studies could utilize this framework across different industries or regions to analyze how external factors, such as market volatility and regulatory changes, influence the relationships depicted in the model.

Practical implications: This model highlights the importance of adopting both agile leadership and digital transformation strategies to improve resilience in organizations. Leaders should invest in technologies and practices that allow quick adaptation to changes while raising a culture of agility. Organization's improved business resilience enhances its long term adaptiveness in the market.

Keywords: Business Resilience, Digital Transformation, Agile Leadership, Organizational Adaptiveness.



How Investigating the Research Approaches for Examining the Technology Adoption issues in Different fields?

Hamraz Fatima, Noor Ijaz

PURPOSE: The purpose of technology adoption in this context is to understand how direct (social influence, perceived enjoyment & self efficiency) and indirect variables (intension to use and E-learning system) impact the user's decision to adopt and continue using a technological system, on the moderating role (perceived usefulness & perceived ease of uses).

FINDING: In studies examining technology adoption has a positive influence, where the direct variables are social influence, perceived enjoyment, and self-efficacy, with intention to use and E-learning system as an indirect variable and perceived usefulness and perceived ease of use as moderating variables.

METHODOLOGY: The methodology for studying technology adoption with social influence, perceived enjoyment, and self-efficacy as direct variables, intention to use as an indirect variable, and perceived usefulness and perceived ease of use as moderating variables typically involves a quantitative approach using survey-based data collection. Participants, often users or potential users of e-government or e-learning systems, complete a structured questionnaire measuring these constructs using validated scales, such as the Technology Acceptance Model (TAM) or Unified Theory of Acceptance and Use of Technology (UTAUT). Statistical techniques like structural equation modeling (SEM) or regression analysis are employed to test the relationships between the variables, assess the mediating role of intention to use, and analyze the moderating effects of perceived usefulness and ease of use. This approach enables researchers to model the direct, indirect, and moderating influences on technology adoption and validate the proposed relationships within the context of system use.

ORIGINALITY/VALUE: The originality of this technology adoption model lies in its integration of social influence, perceived enjoyment, and self-efficacy as key direct variables influencing users' decisions to adopt e-government or e-learning systems, combined with the mediating role of intention to use and the moderating effects of perceived usefulness and perceived ease of use. While models like the Technology Acceptance Model (TAM) and Unified Theory of Acceptance and Use of Technology (UTAUT) have been widely applied, this framework is unique in how it emphasizes the interplay between intrinsic motivation (enjoyment), personal capability (self-efficacy), and external social factors, expanding beyond

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the traditional focus on perceived usefulness and ease of use. By exploring these dynamics in the specific contexts of e-government and e-learning systems, the model offers fresh insights into how both internal and external influences shape technology adoption behavior in these increasingly important digital environments.

Practical implications: The practical implications of this technology adoption model are significant for the design and implementation of e-government and e-learning systems. By recognizing that social influence, perceived enjoyment, and self-efficacy directly impact users' intention to adopt these systems, policymakers and developers can tailor strategies to enhance these factors. For instance, promoting positive social norms around system use through community endorsements or social incentives can boost adoption rates. Additionally, incorporating enjoyable, user-friendly features into the systems can enhance engagement, while offering training to improve users' self-efficacy can increase confidence in system usage. The moderating effects of perceived usefulness and perceived ease of use suggest that ensuring the systems are both functional and easy to navigate will amplify the impact of these direct factors, leading to higher adoption and sustained use. This holistic approach supports the creation of systems that are not only efficient but also widely accepted and used by diverse populations.

Research implications: The research implications of this technology adoption model highlight new avenues for exploring the interaction between social influence, perceived enjoyment, and self-efficacy in driving users' intention to adopt e-government and e-learning systems. This model encourages further investigation into the role of intrinsic motivators (such as enjoyment) alongside traditional factors like perceived usefulness and ease of use. Researchers can explore how these factors vary across different demographics, cultures, or contexts, and assess the moderating effects of usefulness and ease of use in diverse environments. Additionally, this framework can inspire longitudinal studies to examine how these variables evolve over time, especially as users gain more experience with the technology. By integrating psychological and social factors with established technology acceptance models, this approach opens up deeper understanding of user behavior, offering a more comprehensive view of technology adoption dynamics in digital systems.

Keywords: social influence, perceived enjoyment, self-efficiency, intention to use, E-learning, perceived usefulness, and perceived ease of use.



AI Technology for Education and Impact on Businesses

Syed Ali Hassan, Adil Zaheer

Purpose: The purpose of this study is to investigate the relationship between technology readiness and learning and growth performance, with a focus on the mediating role of intention to use Artificial Intelligence (AI). By adopting AI Technologies, educational and business organizations understanding the factors that influence their effective implementation becomes crucial. Technology readiness refers to organization's propensity to embrace and use new technologies for accomplishing goals in educational and business sectors. The intention to use AI serves as a mediator in enhancing learning and growth performance within organizations. The importance of fostering a culture of technology readiness to support AI effectively, ultimately driving organizational success.

Methodology: This study employs a quantitative research design to examine the relationship between readiness, intention to use AI, and learning and growth performance. A structured survey was developed to collect data from participants across various educational and business organizations that are currently integrating AI technologies into their operations. Survey consists of sample and data collection, the sample consist of employees and students of different organizations, selected through random sampling to ensure represented across different levels of technology readiness. The survey was distributed electronically, and total of 500 responses were collected, ensuring a sufficient sample size for statistical analysis. Second phase is to measurement instruments, in this technology readiness was measured using the technology readiness index (TRI), which assesses individuals' perceptions and attitudes towards technology. Intention to use AI was evaluated, learning and growth performance was measured using a validated scale that captures various dimensions. The last one is data analysis; the collected data were analyzed using structural equation modeling (SEM) to test the proposed relationships in the model.

Findings: The analysis shows a positive correlation between technology readiness and the intention to use AI. The results indicate that intention to use AI significantly influences learning and growth performance. The study confirms that intention to use AI serves as a significant mediator between technology readiness and learning and growth performance. This shows that organizations should adopt technology readiness among their employees and students.



Originality:

The research contributes to existing body of knowledge by exploring the interplay between technology readiness, intention to use AI, and learning growth performance. The originality of this study lies in its holistic perspective, bridging gaps in the literature and providing a framework for future research on technology adoption and organizational performance. Additionally, the focus on learning and growth performance provides fresh insights into how organizations can support technology readiness to enhance development and performance outcomes.

Managerial Implications: This study offers several important managerial implications for organizations looking to adopt AI technologies. First, understanding the role of technology readiness is crucial. Organization should focus on developing a culture that embraces technology. This could involve providing training and resources that increase familiarity and comfort with new technologies. Second, managers should recognize the significance of intention to use AI as a mediator in the relationship between technology readiness and learning and growth performance. By promoting the benefits of AI and involving the employees and students the decision-making process regarding technology adoption, organizations can lead to improved performance outcomes. Finally, organizations should prioritize learning and development initiatives that align with AI integration. This includes offering continuous education and skill-building opportunities that prepare employees and students for the development of technological environment.

Practical Implications: Organizations and educational institutions can focus on improving technology readiness among employees or students. Understanding the factors that influence the intention to use AI can help organizations design strategies that encourage the adoption of AI tools. By recognizing the importance of intention to use AI as mediator, organizations can implement initiatives that foster a positive attitude towards AI. The insights gained from this study can inform strategic planning in technology adoption and training programs.

Keywords: Technology Readiness, Innovativeness, Optimum, Discomfort, Insecurity, Awareness, Intention to use AI, Learning and Growth Performance.



The Influence of Transformational Research on Employee Adaptiveness, Creativity, and Innovative Work Behavior

Hafiz Naveed Ahmad, Muhammad Haris

Purpose: The research has explored the positive influence of transformational leadership on employee adaptiveness and employee creativity. This research also explored the positive impact of employee adaptiveness, employee creativity on employee innovative work behavior.

Findings: The purpose of the research is to see the impact of Transformational Leadership mediating by the Employee Adaptiveness and Employee Creativity and further impact of Employee Adaptiveness, Employee Creativity through Employee Innovative Work Behavior.

Methodology/Design/Approach: For this research, a quantitative research methodology will be employed to examine the relationships between transformational leadership, employee adaptiveness, employee creativity, and innovative work behavior. Data will be collected using structured survey questionnaires targeted at employees across different industries.

Originality: Originality fuels transformational research, employee adaptiveness, creativity, and innovative work behavior. These are a charge to a forward-looking workplace because transformational research brings new insights, challenges norms, and enables revolutionary change within organizations. Employee adaptiveness reflects dynamic responses to new situations, while creativity offers new problem-solving approaches. Innovation affects processes and products by providing new and better ways of doing things, and innovative work behavior fosters proactive thinking and idea implementation. Those are cultural elements that develop a cycle of continuous innovation and reinvention, critical components for success in highly competitive markets today.

Practical Implications: Such practical implications of transformational research on employee adaptiveness, creativity, and innovative work behavior are significant for organizational success. Breakthrough innovations due to transformational research are invented because of changes in the market or technology. Creativity is encouraged, hence fresh ideas that depict competitive advantages of the business are unlocked. The promotion of IWB can lead to further development through the expansion of new ideas meant for growth and sustainability. This combination serves to produce a flexible, agile organization that thrives in a dynamic environment.

Context: In the context of organizational development, transformational research could reshape how companies approach leadership, employee engagement, and operational efficiency.

Keywords: Transformational Research, Employee Adaptiveness, Employee Creativity, Employee Innovative Work Behavior



The Impact of Innovativeness on Healthy Work Environment, Business Strategy, and IoT Adoption in Organization

Danish Aleem, Atif Shafiq

Purpose: The purpose of the study is to find the positive impact of Healthy Work Atmosphere, Business Strategy, and Benefits of IOT Adoption on Organizational performance through the variation of Innovativeness. The main goal is to understand factors that impact organizational performance.

Methodology: For collecting data from the IT sector questionnaire was designed and distributed online in Pakistan. As a result, the response was 360. The sample size was determined in two ways; first, the sample size was computed through the item response theory where the 360 items of the entire questionnaire were multiplied by 6 ($60 \times 6 = 240$). Second, the sample size was confirmed through G*Power which suggested a sample size of 276 responses. Structured Equation Modeling has been applied to test the stated hypothetical relationships. Make it another way.

Findings: Our research has found the positive impact of a Healthy Work Atmosphere, Business Strategy, and Benefits of IOT Adoption on organizational performance. This study has also found the mediatory role of innovativeness between the relationship of Healthy Work Atmosphere, Business Strategy, Benefits of IOT Adoption, and Organizational performance.

Originality/value: This study aims to understand, the link between a Healthy Work Atmosphere, Business Strategy, and Benefits of IOT Adoption on Organizational performance in the Pakistan IT sector. Innovativeness is a mediator these checking organizational performance. This study proves previous studies valid and gives knowledge about the link to innovativeness's impact on organizational performance. It gives knowledge to managers on innovativeness with a link to organizational performance. Studies tell us the importance of using technological things for employees to enhance performance. This research is for the improvement of organizations based on innovativeness.

Research implications: The current extends the body of literature and seeks the attention of the researchers upon a strategy in its sector for a healthy work atmosphere. Improving and setting up technology-related things is beneficial for innovation. at

At the national level, consistent innovation is technologically driven, maximizing



the improvement of organizational performance. This study will help in the future for doing new research plans.

Practical implications: The research furthers the improvement in mental health support and open channels for communication. Giving training increases problem-solving skills and understanding of smooth changes in technology-related adoption. Decision-makers should encourage IoT technology-related adoption in organizations.

Keywords: Healthy Work Atmosphere, Business Strategy, Benefits of IOT Adoption, Innovativeness, Organizational Performance



Green Innovation as an inducement for Environmental Performance The character of Innovation Orientation, Government Regulations, and Green Financing

Zara Kanwal, Fariha Aslam

Purpose: This study aims to explore the influence of innovation orientation, government green regulations, and green financing on environmental performance, with green innovation acting as a mediating factor. The objective is to provide insights into how these elements contribute to fostering sustainability and improving environmental outcomes in organizations.

Findings: The results reveal that innovation orientation, government green regulations, and green financing significantly contribute to improved environmental performance. Additionally, the mediating role of green innovation was affirmed, highlighting its critical function in helping organizations translate these factors into tangible environmental benefits.

Methodology: A structured questionnaire was employed to gather data from a diverse range of industries in Pakistan. The sampling method used was convenience sampling, and the data were analyzed using SPSS software to investigate the relationships between the independent variables (innovation orientation, government green regulations, and green financing), the mediator (green innovation), and the dependent variable (environmental performance).

Originality: This research adds to the limited body of literature that examines the combined effects of innovation orientation, government green regulations, and green financing **on** environmental performance through green innovation, particularly within the context of a developing country like Pakistan. The study presents new insights into how green innovations can serve as a bridge between regulatory frameworks, financial initiatives, and sustainable environmental outcomes.

Research Implications: The study contributes to sustainability literature by offering empirical evidence on the impact of green innovation in a developing economy. Future research could further investigate the implications of these findings across other sectors or geographical regions.

Practical Implications: The findings encourage organizations to prioritize innovation orientation, adhere to government green regulations, and leverage green financing options to enhance their environmental performance. Companies adopting green innovation are better positioned to achieve long-term sustainability and competitive advantage in a greener economy.

Keywords: Green Innovation, Environmental Performance, Innovation Orientation, Government Green Regulations, Green Financing, Sustainable Development.



Key Features Influencing The Consumers Regarding Electric Vehicles In The Country

MUHAMMAD SAAD, MUAZ REHMAN

Purpose: The purpose of this research is to find out the key features that are influencing the adoption and of electric vehicles (EVs) among consumers. This will also show the interest of the consumers and the buyers and the capability of buying and consume the EV by the time period.

FINDINGS: This research will reveal the environmental consciousness that plays the important and significant role in driving the vehicle across Pakistan, as it's been recorded as one of the most polluted countries. New technologies in EV like smart driving lane assists cruise controls and other features like death call feature sin upcoming variants of EVs are also attracting consumers day by day. Even if some customers find the long-term fuel and maintenance savings to be enticing, the cost remains a barrier to general adoption. Charging infrastructures and fast charging modes are the challenges for the EVs in Pakistan as there are a very little EVs charging spots in Pakistan. Safety features in EVs are the strengths for the EV marketers as they have very high security and safety features but battery life and durability of battery is an important feature of EVs because there is a high risk in battery durability and life if the battery in EV.

METHODOLOGY/ APPROACHES: The research was made by mixed method approach and there were interviews and all the reviews were taken online by the users of the EVs inn Pakistan and there was a variety of positive and a little bit negative reviews of some users as some of them were worried about the battery durability and some were worried about the speed and there were other little bit issues regarding these things. Positive reviews include customer satisfaction about the fuel expenses and many other additional features.

Originality/value: As the EV has been the basic part of the car consumers regarding to the fuel prices and the environmental circumstances, and the uniqueness of this study assures the complete assessment of the numerous aspects of the EV adoptions, especially prices and the innovation of new technologies.

Practical implications: The research findings and the all key features can easily provide the insights to the manufacturers, automakers and policy makers and the most important the stake holders In a EV industry. Automakers and the policy makers can use the insights and they can enhance the features and they can improve the battery life and upgrade the new technologies. Ultimately this research will help advance the options adoptions of the EVs

Keywords: Environmental consciousness, New technology, Prices, Charging mode issues, Safety features, Battery life & durability



Quality 5.0, Digitalization, and Sustainability in Higher Education Institutions of Pakistan: A Mediation Analysis

Hina Anwar

Purpose: This research investigates the effect of Quality 5.0 implementation on sustainability in Higher Education Institutions (HEIs) with a mediation impact of digitalization. It provides guidance on how to use Quality 5.0 and digitalization as a lever for sustainable development with immediate tips for Higher Education Institutions (HEIs).

Design/Methodology/Approach: The study uses a quantitative design where mediation analysis is applied. For participant data collection, google forms will be used to gather information from 250 respondents selected through higher education institutions of Pakistan. The relationships of Quality 5.0, Digitalization and Sustainability will be analyzed using Structural equation modeling (SEM) with SmartPLS & Mediation Analysis with SPSS version 3.4

Findings: The results indicate that digitalization acts as significant mediator in between Quality 5.0 implementation and sustainability outcomes in HEIs. Among these variables, digitalization was recognized as one of the main facilitators to strengthen relationships with sustainability by revealing strong positive scores. The findings of this study emphasize that the Quality 5.0 principles are applicable for transforming and improving sustainability performance when institutions leverage digital technologies. The findings yield useful suggestions for HEIs to address challenges of digital transformation with practical approaches to achieve sustainability goals given the paradigm shifts in education.

Research Implications: The findings of this research reveal that digitalization serves as a mediating factor in the link between Quality 5.0 and sustainability in HEIs. Provides policies and recommendations for integration of digital transformation strategies further adding to the conference on sustainability and innovation in HEIs worldwide

Research Limitations: The study's limitations include self-reported survey data which could be affected by response bias, and thus caution interpreting the findings; and a small sample size, limiting generalizability to other HEI contexts. The cross-sectional nature of our data also limits causal inferences; long-term studies will be required for stronger conclusions.

Originality: The uniqueness of this study lies in discussing the mediating impact that digitalization may have on Quality 5.0 and sustainability dimensions among Higher Education



Institutions (HEIs). It provides unique perspectives on how digital transformation is exploited to achieve sustainability goals that enhance the theoretical development and practical applications of HEI sustainability strategies.

Suggestions for Future Research: Further research could analyse how Quality 5.0 and digitalization contribute to sustainability in different contexts of higher education institutions (HEIs), such as cultural or regional settings. Longitudinal studies are useful for better understanding causal relations. To explore how leadership, organizational culture and emerging technologies promote sustainability is also a fertile area for additional research.

Keywords: Quality 5.0, Digitalization, Sustainability.



Relationship between Green Transformational Leadership and Sustainable Business Performance: Testing double mediation of Innovative Work Behavior and Green Innovation and moderation of Innovation Climate

Rabia Majeed

Purpose- Organizations nowadays have considered sustainability goals to be vital for them owing to the fact that environmental performance has been emphasized significantly. This paper forms the basis that leadership in business is vital for achieving sustainable outcomes for commercial organizations. The aim of this paper is to examine the effect of green transformational leadership (GTL) on sustainable business performance (SBP) by incorporating the role of innovative work behavior (IWB) and green innovation (GI) as mediators as well as the moderating effect of innovation climate (IC). The survey was carried out on small and medium sized enterprises in Lahore Pakistan by a distributed questionnaire. The hypothetico deduction approach was used to analyze data from a random selection of 221 companies. They also establish the positive correlation nature between GTL and SBP. Thus IWB moderates GTL impact on GI and GI moderates IWB impact on SBP. IC strengthens GTL and IWB's indirect relationship and amplifies the positive impact. The findings provide some additional useful contributions to the literature by exploring the mediating effects of IWB and GI on the relationship between GTL and SBP as well as the moderating role of IC on this relationship. The findings have evident that transformational green leadership, innovation work behavior, and innovative climate need to be encouraged to achieve sustainable business performance.

Keywords Green Transformational Leadership, Sustainable Business Performance, Innovative Work Behavior, Green Innovation, Innovation Climate



Leadership for sustainable future: Exploring the nexus among leadership Competencies, Organizational Learning, Green innovation for Organizational Sustainability

Bushra Nawaz

The purpose of this paper is to analyze the impact of three dimensions of leadership competencies and organizational learning to achieve sustainability by adopting Green Innovation Capability (GIC) moderation and mediation of Green Innovation (GI).

In total 239 respondents/ managers from manufacturing and service sectors in Punjab were approached using simple random sampling to collect the data through Questionnaire. The sample size adequacy was confirmed using G*Power. SPSS and Smart PLS 3 software were used to evaluate the study's conceptual framework empirically.

The study has shown the positive impact of leadership competencies on organizational learning and its acts as driver towards organizational success and sustainability. Furthermore all hypotheses associated with direct and indirect correlation of specific constructs used in the theoretical framework were statistically significant and proved.

The comprehensive framework of leadership competencies of manufacturing and service sectors, mainly in the context of developing countries like Pakistan is lacking in literature. The present study helps manufacturing and service sector organizations to enhance their organizational sustainability and competitive advantage through leadership competencies and Green innovation.



Digital Innovation and Sustainability: The Role of AI and Government Incentives

Nida Nasir

Background: In the digital era, Artificial Intelligence (AI) is driving transformative changes across industries, offering various innovative solutions to achieve sustainability goals. This study explores the relationship between AI-driven digital innovation and government incentives, focusing on their combined impact on environmental outcomes and business performance within Pakistan's Industrial sector.

Objective: To examine how AI adoption can reduce carbon emissions, optimize resource efficiency, and improve organizational sustainability metrics, while analyzing how Government policies and incentives can accelerate this transition.

Methods: Through a mixed-method approach, incorporating case studies and qualitative interviews with industrial experts, this research identifies opportunities and barriers to AI adoption for sustainability, emphasizing the need for strong policy support and robust digital infrastructure.

Results: The study identifies the key factors such as financial incentives, regulatory support and organizational readiness providing a comprehensive framework for understanding the impact of digital transformation and innovation on sustainable economic growth.

Conclusion: The finding aims to inform policymakers, business leaders, and technology developers about the potential of AI to drive sustainability while enhancing economic performance. Ultimately, this paper offers actionable recommendations for aligning digital transformation initiatives with sustainability objectives, positioning AI as a catalyst for both environmental responsibility and competitive advantage in the digital age.



The Impact of HR Practices on the Performance of Business Units

Esha Batool, Muqaddas Saif

Purpose: The purpose of the study to find the impact of High involvement of HR Practices which are Participation in decision making, Fair Rewards, Information Sharing, Recognition on turnover Intention through the chain of mediator Preceiving, supervising and supporting.

Findings: The study has found the positive impact of High involvement of HR Practices in Participation in decision making, Fair Rewards, Information Sharing, Recognition on turnover Intention. This study also find the mediator role in preceiving, Supervising and Supporting between the Relationship of HR Practices and Turnover Intention.

Methodology: The Study was conducted in the context of the professional industry of Pakistan, where a Sample of Lahore Companies was collected for the Data Analysis. The study Adopted a Quantitative approach, And the data collected were analyzed using relevant statistical tools (SPSS 24 and Smart SPLS) to address the research Questions.

Originality: Turnover intention defined as the crucial research area because it directly correlates with fair rewards, participation in decision making, recognition and information sharing. As we know employees who perceive their rewards as fair are more likely to remain with the organization. Involvement in decision making enhances employee's sense of ownership and commitments, as employees feel their input matters, their engagement rise which decreases turnover intention. Moreover, employees who are well-informed about organizational changes and decisions feel more secured and valued. while, regular acknowledgement boosts morale loyalty with reducing turnover intention. High levels of perceived supervisor support can mitigate turnover intention while lack of support can lead to feelings of isolation and dissatisfaction, increasing the chances of leaving.

Limitations: Understand the factors influencing turnover intention allows organizations to develop targeted strategies to enhance the employee retention and the complexity of interactions among these variables often goes unexplored, and studies may overlook the influence of additional factors such as job satisfaction and work life balance. The findings can inform HR policies, aligning organizational practices with employee expectations for fair support.



The relationship between Green HRM and Nurses Faculty by using Archival methodology

Dr. Irum Yasmeen Ishtiaq, Dr. Mehvish Fazal Ur Rehman

Healthcare establishments are dealing with growing environmental issues, thus implementing sustainable practices has become essential. This study evaluates how nurse managers' work values and Green Human Resource Management (GHRM) practices interact in healthcare organizations. It seems that a significant number of businesses use green HRM techniques these days when considering the world at large. The academic and practical fields of HRM will benefit greatly from an exploration and synthesis of these green HRM strategies that businesses and other organizations are implementing or are looking to implement. The purpose of this archival study was to look at the relationship between nurses' organizational innovation and green HRM practices for the period of 2020-2024. An archival method is being used to perform a systematic study of the literature in order to create this report. Considering "green HRM relationship between nurses faculty" as the topic, this research apply a methodology to review the works cited in different reputable journals and databases, Web of Science, Science Direct etc. Consequently, we conduct the research for this work by reviewing various articles in the literature, instead of using a survey or any other type of research method. This research will be benefiting for future research directions and current state of the art.

Keyword: Green HRM, Nurses faculty, Archival methodology.



How employee development practices are enhancing the overall organizational performance? An evidence that highlights the importance of employee development practices

Noor-Ul-Ain, Hafsa Farooq

Purpose: The purpose of this study is to see the impact of Employee Development Practices on the overall Organizational Performance.

Methodology: This study employed a quantitative research approach, utilizing a survey research design and cross-sectional methodology. A stratified random sample of 300-400 employees from various industries and organizations was selected. Data was collected through a self-administered questionnaire, comprising the Employee Development Practices (EDP) scale and Organizational Performance (OP) scale. The survey was distributed online and in-person, ensuring anonymity and confidentiality.

Findings: This research has explored the positive influence of Employee Development Practices on the overall Organizational Performance through the mediating role of Knowledge Management.

Originality/value: This research adds up to our understanding about how employee development practices enhances the organizational performance, through the mediating role of knowledge management in converting the employee development practices into enhanced performance outcomes.

Research implications: This research adds up deeper theoretical understanding on how does knowledge management mediates the relationship between employee development and organizational performance. It gives the idea of the importance of integrating structured knowledge-sharing practices and collaboration into employee development initiatives to optimize their impact.

Practical implications: The study shows that investing only in employee development initiatives does not truly boost the organizational performance. It also needs to invest in knowledge management systems if it truly wants to boost its performance. Organizations need to create effective knowledge management system to capture and distribute the skills and knowledge gained through these initiatives.

Keywords: Employee Development, Knowledge Management, Organizational Performance, Learning Organizations, Human Resource Management, Performance Improvement, Mediating Factors.



The effect of Human Resources Management practices on Employees' Affective commitment & work Engagement

Hafiza Noor-e-Sehar, Amna Batool

Purpose: Expanding on the social trade hypothesis (SET), this study intends to propose a model of the impacts of green human asset the board on representative in-job, extra-job and green creative work conduct (GIWB). This study proposes, expanding on both the work requests assets model and SET, that the previously mentioned connections can be made sense of through the intervening job of green work commitment (GWE).

Design/ Methodology/ Approach: Information were gathered from employees working in Palestinian advanced education associations utilizing a self-controlled poll. The halfway least squares-underlying condition displaying was the essential measurable procedure embraced to look at the review's speculation.

The review is basically founded on the auxiliary information. For this surviving writing connected with the point from various information bases, sites and other accessible sources were gathered. A precise survey of gathered writing was finished in detail.

Findings: The outcomes propose that green HR the executives (GHRM) was a huge indicator of representative in-job green way of behaving, extra-job green way of behaving and GIWB. Moreover, GWE exhibited to be a huge mediating component to make sense of the previously mentioned connections.

Originality/ Value: This paper is novel in light of multiple factors. To start with, it adds to the overall writing of GHRM. Second, it adds to the restricted collection of information on GHRM with regards to advanced education. Third, the unmistakable commitment of this study is the presentation of GIWB as a result of GHRM, and GWE as an interceding variable in the connection among GHRM and workers green ways of behaving.

Research Implication: A Human Resources (HR) specialist is liable for gathering and dissecting information about different parts of human asset the board inside an association. The essential objective is to give significant bits of knowledge that can illuminate dynamic cycles and work on the general adequacy of HR researches.

Practical Implications: HR the executives fills in as the component for hierarchical development and maintainability by adjusting human resources to vital goals. It cultivates a helpful workplace, creates ability, and guarantees consistence with work guidelines, subsequently bracing the hierarchical spine.

Keywords: Human Resources Management, Green HR Practices, Employee Engagement, Received Job Performance. (HR) HUMAN RESOURCES MANAGEMENT & Employee Engagement



Boosting Product Development By Investment In Employee Training

Fraz Hussain, Aneela Sehar

Purpose: - Employee is a blood stream of any business. The accomplishment or disaster of the firm depends on its employee performance. The Purpose of this study is to examining the moderating role of continuous innovation and innovative climate on the relationship of investment in employee training (independent variable) and product innovation capabilities (dependent variable) the small and medium-sized enterprises.

Methodology: - This study will examine the moderating role of continuous innovation and innovative climate on the relationship of investment in employee training and product innovation capabilities in an in-depth detail. Along with this an in-depth analysis about these factors a literature review will also be made throughout this study to design and formed a precise and concise research result of this study.

Population and Sample of the Study: -The population include various sectors of small and medium-sized enterprises industries like manufacturing, services, retails & trade, agriculture & allied, construction and real estate and many others sectors

Research Design: -The study employs a quantitative research approach, using questionnaires and survey-based data collection from a representative sample of companies across various the small and medium-sized enterprises industries.

Data Collection: - Different surveys are conducted among the employees and management of the companies focusing on their views about the training they receive, culture of the organization (innovative climate), continuously adopting innovation (continuous innovation) and about the companies capacity of production.

Analysis System / Software: -In this study data is subjected to statistical analysis for insightful findings. SPSS / Smart PLS soft is used in this research.

Research Frame work: -In the research framework of this research, SME's investment on employee training will consider as an Independent variable, and production innovation capabilities will be considered as a Dependent variable. While continuous innovation and innovative climate will be considered as moderator on the relationship of dependent and independent variable.



Findings: -Our research has found the positive impact of investment in employee training on product innovation capabilities of the small and medium-sized enterprises. This study has also found the moderating role of continuous innovation and innovative climate on the relationship of investment in employee training and innovative capabilities. More specifically we find a positive association between increased investments in employee training and product innovation capabilities in the context of SME's.

Originality / Value: -This research provide dual moderating model (continuous innovation & innovative climate) effecting the relationship of independent variable (investment in employee training) and dependent variable (product innovative capabilities). With the help of this model a firm can exapand their production inovation capabilities by investing on their employees training to provide the knowledge and creativity about modern and innovative techniques. By adapting modern culture and continuous innovation a frim can compete its competitors in the industry to full-fill the market demand and meet the advancement of technology production.

Research Implications: -This study provide value addition in the literature about the indirect effect of employee training on product innovation through innovation and innovative climate is stronger than the direct effect.

Practical Implications: - The organizations that promote an innovative climate see stronger effects on employee training. Investing on employees training should be viewed as assets to enhance the production. Manager in the organization should provide supportive climate to the employee while in training so he can learn with peaceful mindset.

Keywords: - Investing on employees training, Innovative climate, Production Capabilities.



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