ABSTRACT
BOOKLET

23rd

International Research Conference - 2025

Adaptive Business Strategies

Fostering Sustainable Governance through Innovation, Inclusion & Integration

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ABSTRACT
BOOKLET

April 29 & 30, 2025

Chancellor's Message

Dear Esteemed Participants, Guests, Students and Colleagues,

It is my great pleasure to welcome you to the 23rd International Research Conference on *"Adaptive Business Strategies: Fostering Sustainable Governance through Innovation, Inclusion & Integration."* I am delighted to see distinguished scholars, researchers, and practitioners from around the world come together to exchange knowledge, insights, and solutions for a more sustainable and inclusive future.

In an era of rapid transformation and global challenges, sustainable governance requires adaptability, innovation, and collaboration. Businesses and institutions must integrate inclusive strategies and cutting-edge technologies to navigate socio-political complexities, ensure accountability, and drive equitable growth. This year's conference reflects these pressing needs by exploring innovative financial tools, resilient leadership frameworks, AI-driven business analytics, digital marketing strategies, and climate-conscious governance models.

As a premier institution committed to research and innovation, SZABIST University is proud to facilitate this important dialogue. Our conference serves as a platform for interdisciplinary engagement, where new partnerships and research-driven solutions emerge to shape a more sustainable future.

I look forward to the thought-provoking discussions, groundbreaking research, and collaborative efforts that will unfold during this conference. May this event inspire meaningful contributions towards sustainable governance and the integration of inclusive, innovative, and adaptive business strategies.

Dr. Azra Fazal Pechuho
Chancellor
SZABIST University

President's Message

Dear Distinguished Guests, Scholars, Researchers, and Business Leaders,

It is my pleasure to welcome you all to the 23rd International Research Conference on *"Adaptive Business Strategies: Fostering Sustainable Governance through Innovation, Inclusion & Integration."* At SZABIST University, we are honored to host this significant gathering of thought leaders, researchers, and professionals dedicated to advancing sustainable governance through interdisciplinary collaboration.

In today's rapidly evolving global landscape, the need for adaptive business strategies has never been more critical. By embracing innovation, fostering inclusivity, and integrating sustainable practices, we can navigate complex socio-economic challenges and drive impactful change. This conference provides a platform to explore forward-thinking solutions, from AI-driven governance transparency to resilient leadership frameworks and sustainable financial strategies.

At SZABIST University, we remain committed to excellence in education, research, and innovation. We believe that knowledge-sharing and collaborative efforts are key to shaping a future that is equitable, efficient, and sustainable. This conference is an opportunity for us to engage in meaningful discussions, exchange groundbreaking ideas, and establish partnerships that will contribute to long-term progress.

I extend my deepest gratitude to our esteemed speakers, participants, and organizers for their dedication in making this event a success. I look forward to insightful deliberations and the impactful contributions that will emerge from this conference.

Wishing you all a productive and inspiring conference!

Ms. Shahnaz Wazir Ali
President
SZABIST University

Vice President's (Academics) Message

Dear Esteemed Colleagues and Participants,

It is my great honor to welcome you to the 23rd International Research Conference on *"Adaptive Business Strategies: Fostering Sustainable Governance through Innovation, Inclusion & Integration."* This conference serves as a dynamic platform for scholars, researchers, and practitioners to exchange insights and explore transformative strategies that drive sustainable governance and business innovation.

The theme of this year's conference reflects the need for adaptive and forward-thinking approaches in an era of rapid technological advancements and socio-economic shifts. As we navigate global challenges, such as governance complexities, financial inclusion, and digital transformation, fostering resilient leadership, leveraging AI and big data, and promoting inclusive business strategies are key to sustainable development.

Through a diverse range of sessions and research presentations, this conference will provide an opportunity to engage with pioneering ideas across multiple disciplines. It is a space for meaningful discussions, knowledge-sharing, and collaborative partnerships that will shape the future of business and governance.

As Vice President (Academics), I am excited about the potential of this conference to inspire new avenues of research and policy development. I encourage all participants to make the most of this opportunity by engaging with fellow researchers, exchanging ideas, and contributing to the global discourse on sustainable business practices.

I extend my heartfelt appreciation to the organizers, speakers, and participants for their dedication in making this conference a success. I look forward to the discussions and valuable insights that will emerge from this gathering.

Prof. Dr. Muhammad Altaf Mukati
Vice President Academics
SZABIST University

Head of Campus's Message

Distinguished Guests, Esteemed Colleagues, and Valued Participants,

It is with great pleasure that I welcome you SZABIST University Islamabad's 23rd International Research Conference on *"Adaptive Business Strategies: Fostering Sustainable Governance through Innovation, Inclusion & Integration."* At SZABIST University, Islamabad Campus, we take immense pride in hosting this prestigious gathering of scholars, researchers, and industry leaders who are committed to advancing knowledge and shaping the future of sustainable governance.

In today's rapidly evolving global landscape, adaptability, innovation, and inclusivity are essential for fostering governance structures that are not only effective but also sustainable. This conference serves as a platform to bring together thought leaders from diverse academic and professional backgrounds to engage in insightful discussions, present pioneering research, and collaborate on solutions that address some of the most pressing challenges of our time.

With a multidisciplinary approach spanning finance, management, human resources, project management, AI, social sciences, and media, our conference aims to facilitate meaningful dialogue and research that drives impact. This is a unique opportunity to explore groundbreaking ideas, exchange knowledge, and build professional networks that will contribute to both academic progress and real-world policy-making.

I extend my gratitude to all the speakers, presenters, and participants for their dedication and valuable contributions. A special appreciation goes to the organizing committee and volunteers whose tireless efforts have made this event possible.

I encourage you all to actively participate, challenge perspectives, and leverage this platform to collaborate on innovative strategies for sustainable governance. Wishing you an engaging and rewarding conference experience!

Mr. Khusro Pervaiz Khan
Head of Campus
SZABIST University, Islamabad Campus

Associate Dean's Message

Dear Distinguished Colleagues and Participants,

It is with great enthusiasm that I share this message for the 23rd International Research Conference Abstract Booklet as the Associate Dean, Faculty of Management Sciences, SZABIST University, Islamabad Campus. This conference serves as an invaluable platform for scholars, researchers, corporate leaders, entrepreneurs, and students to exchange insights, share innovative research, and explore solutions that drive sustainable governance through innovation, inclusion, and integration.

The theme of this year's conference, *"Adaptive Business Strategies: Fostering Sustainable Governance through Innovation, Inclusion & Integration,"* underscores the need for agile and forward-thinking approaches in addressing contemporary business and governance challenges. The research domains covered in this conference provide a multidisciplinary perspective on leveraging cutting-edge tools, strategies, and policies for fostering resilience, inclusivity, and impactful decision-making.

This Abstract Booklet serves as a prelude to the rich discussions and thought-provoking presentations that will take place throughout the conference. I extend my heartfelt appreciation to all the participants for their contributions, as well as to the organizing team for their dedication in curating and reviewing the research presented in this booklet.

I wish all attendees a stimulating, insightful, and collaborative experience at this conference. May this gathering inspire new ideas, foster meaningful connections, and contribute to shaping the future of sustainable governance.

Prof. Dr. Muhammad Asif Khan
Associate Dean, Faculty of Management Sciences
SZABIST University, Islamabad Campus

Conference Chair's Message

Dear Participants and Colleagues,

I am honored to welcome you to the 23rd International Research Conference at SZABIST University, Islamabad Campus. This year's theme, *"Adaptive Business Strategies: Fostering Sustainable Governance through Innovation, Inclusion & Integration,"* reflects the urgent need for transformative solutions that address today's complex global challenges.

As the Conference Chair, I take great pride in bringing together renowned scholars, industry experts, policymakers, and researchers to discuss cutting-edge strategies that enhance governance, business resilience, and sustainability. Through a diverse array of sessions, this conference will delve into the latest advancements in finance, marketing, management, AI, project management, social sciences and media sciences, providing a dynamic forum for knowledge exchange and impactful discussions.

The world is evolving rapidly, and businesses, governments, and institutions must adapt, innovate, and integrate to ensure a sustainable and inclusive future. This conference will serve as a collaborative platform to explore how innovation-driven policies, inclusive leadership, and integrated solutions can contribute to building more resilient and transparent governance structures.

I extend my deepest gratitude to our sponsor and partner, the Higher Education Commission of Pakistan, for their unwavering support in making this conference possible. My sincere appreciation also goes to all our presenters, panelists, and participants who have joined us from around the world. I encourage you to engage actively, exchange ideas, and forge new research collaborations that will shape the future of sustainable governance and business strategy.

I hope you find the conference both informative and enjoyable, and I look forward to the insights and ideas that will emerge from this intellectual discourse.

Prof. Dr. Shazia Akhtar
Head of Department, Faculty of Management Sciences
SZABIST University, Islamabad Campus

23rd International Research Conference

Adaptive Business Strategies: Fostering Sustainable Governance through Innovation, Inclusion & Integration

Research Domains:

1. **Finance**

   - Innovative financial tools for inclusion
   - Impact investment strategies for transparency and accountability

2. **Marketing**

   - Branding strategies to engage stakeholders
   - Digital tools for responsive marketing practices

3. **Human Resource**

   - HR strategies for diversity and inclusivity
   - HR analytics

4. **Management**

   - Resilient frameworks for socio-political challenges
   - Leadership for sustainable and equitable governance

5. **Project Management**

   - Agile approaches for inclusive governance projects
   - Risk management aligned with SDGs

6. **Business Analytics and AI**

   - AI for governance transparency and efficiency
   - Big data for impactful business initiatives

7. **Social Sciences**

   - Socioeconomic impacts of inclusive governance
   - Climate action for sustainable urban development

8. **Media Sciences**

   - Media and technology integration
   - Media literacy and digital citizenship

Table of Contents

FINANCE

The Impact of Fintech Companies on Bank Performance: Evidence from Pakistan

Yumna Nadeem & Dr. Sanaullah Ansari
Shaheed Zulfikar Ali Bhutto Institute of Science and Technology University, Islamabad

This study examines the impact of financial technology (Fintech) on bank performance, employing data from the Pakistani banking sector for a period spanning from 2013 to 2023. This study utilizes static and dynamic panel data regression analysis to assess the impact of Fintech on the profitability of Pakistani banks. Key performance indicators such as Net Interest Margin (NIM), Cost-to-Income Ratio (CTI), Capital ratio (CAP), macro-economic factors (GDP), and inflation (INF). The results indicate that Fintech firms positively influence bank performance in Pakistan. An increase in Fintech adoption correlates with improvements in NIM. These findings suggest that collaboration with Fintech firms allows banks to optimize operational efficiency and expand revenue streams. By integrating Fintech innovations, Pakistani banks can diversify their financial offerings, improve customer satisfaction, and strengthen their competitive position in a rapidly evolving market. This is one of the first studies to investigate the impact of Fintech on bank profitability in a developing market, focusing on Pakistan and incorporating key financial and operational performance metrics.

Keywords: Fintech Companies, Bank Performance, Pakistan.

Prediction of the Stock Market Based on Machine Learning and Traditional methods through Sentiment Analysis

Muhammad Naaem and Dr. Shumaila Zeb

Shaheed Zulfikar Ali Bhutto Institute of Science and Technology University, Islamabad

The stock market is extremely volatile, thus nothing is certain. While stock markets in incipient economy react quickly to breaking news and events. Our study delves the effect of daily financial news and events, economic news and events and political news and events on the Karachi stock exchange 100 index. This analysis uses traditional models (OLS regression, ARCH/ GARCH regression) and advanced models of machine learning (ANN, SVM, LSTM and Random Forest Model) for prediction of prices of KSE 100 index. The purpose of this study is divided into two part. First, predicating the price of KSE 100 index by analyzing daily news sentiment, and second, select the most effective model for analysis. The results reveal that political, economic, and financial news and events have a statistically significant relationship with the Karachi Stock Exchange 100 index. Furthermore, our finding explore machine learning techniques for predicting stock prices are more accurate than traditional models. This study offers useful and valuable information for investors and analysts to make better decisions. Therefore the limitation of our study, utilized only three news sources and spanned two years (2023 and 2024). Future research could incorporate multiple data sources and extend the duration for a more comprehensive analysis.

Keywords: Stock Market Prediction, Machine Learning Models, Sentiment Analysis, Traditional Regression Methods, KSE-100, Financial News Impact.

Innovating Finance: The Role of Bitcoin in Shaping Pakistan's Economic Future Finance

Haleema Nadeem Butt*, Mubasher Ali** & Maria Idrees**

*University of the Punjab, **The University of Lahore

This study analyzes the economic and business potential of Bitcoin in Pakistan, leveraging critical insights to explore its viability as a digital currency. By engaging a panel of IT experts, software developers, and cryptocurrency specialists through a structured questionnaire, the research reveals a consensus on Bitcoin's positive economic prospects. The findings suggest that integrating Bitcoin into Pakistan's economy could yield significant benefits, positioning it as a valuable tool for economic growth. This research provides policymakers with critical insights to inform strategic decisions about Bitcoin adoption, contributing to the development of supportive regulatory frameworks.

Keywords: Cryptocurrency Integration, Digital Financial System, Technological Innovation.

Effectiveness of Expectations Channel of Monetary Policy Transmission: Evidence from Pakistan

Tasmina Perveen
Shaheed Zulfikar Ali Bhutto Institute of Science and Technology University, Islamabad

The expectations channel of monetary policy transmission mechanism has emerged as an important channel after the Global Financial Crises 2007-08. The main aim of this study is to examine the effectiveness of expectations channel of monetary policy transmission mechanism in Pakistan. There are three main objectives of this study. First one is to minimize the gap between the fix points of inflation and inflation expectations. Second is to figure out how macroeconomic indicators feed into the formation of expectations and third to estimate the influence of expectations shocks over the macroeconomic aggregates. To achieve the main objectives we used Structural Vector Autoregressive (SVAR) model because it is widely used to analyze the transmission mechanism of monetary policy and business cycle fluctuations. The six variables used in this study are Inflation, inflation expectations, SBP Projections, Discount rate, Petrol Prices and output gap. The monthly data is used for time period 2012M01 to 2021M12. The results of Impulse Response Functions (IRFs) are supported by the Forecast Error of Variance Decomposition (FEVD) analysis. The results show that influence of household inflation expectations over the core inflation is explained relatively better than the influence of SBP projections. The responses of monetary policy shocks are more influential than the demand and supply side shocks in the formation of expectations. However, the variations in the macroeconomic aggregates are explained significantly better through SBP projections than inflation expectations of households. The findings further confirm that expectations channel works better via discount rate than via SBP projections in Pakistan. However, Expectations channel of monetary policy transmission mechanism is not much effective at the end of expectations shocks (both inflation expectations of households and SBP projections) in Pakistan. This issue needs to be addressed seriously by policy intervention. The findings of this study imply that path of inflation and Inflation expectations may be made more stable if the forecast is made more concise.

Keywords: Expectations Channel, Households Inflation Expectations, Structural Vector Autoregressive (SVAR) Model.

Intellectual Capital: A Strategic Asset for Reducing Financial Distress

Qurat ul Ain & Dr. Ahmed Hassan Jamal

Allama Iqbal Open University, Islamabad

This study aims to empirically examine the influence of Intellectual Capital and its components on financial distress within the Pakistani context. Given the limited exploration of this relationship, particularly in the non-financial sector, this research holds substantial significance. The study utilizes panel data from 100 non-financial firms listed on the Pakistan Stock Exchange over a five-year period (2019–2023). Intellectual Capital is measured using Modified Value Added Intellectual Capital (MVAIC) model, which comprises Human Capital, Structural Capital, Relational Capital, and Capital Employed Efficiency. Financial distress is assessed using Altman's Z-score, while the analysis is conducted through a Fixed Effect model. The findings indicate a significant negative relationship between Intellectual Capital and financial distress in Pakistani firms. Among its components, Human Capital and Capital Employed exhibit a strong negative association with financial distress, whereas Relational Capital and Structural Capital do not show a significant impact. This study contributes to the growing body of knowledge on Intellectual Capital and highlights its critical role in enhancing financial resilience and competitiveness in Pakistan's corporate sector. Future research can expand this framework by incorporating additional variables and extending the analysis across different countries and industries to enable broader comparative insights.

Keywords: Intellectual Capital, Financial Distress, Human Capital, Structural Capital, Relational Capital.

Sustaining the Future: How Foreign Direct Investment and Green Innovation Boost Green Economic Growth

Zahid Hussain

Quaid-i-Azam University

This study uses data from 20 countries to find out what helps green economic growth and aims to achieve it by 2030 while protecting the environment. The United Nations needs green economic growth to achieve its goals, especially Goal 8 about decent work and economic growth. Decent work means having a good job where you earn fair pay, are safe at work, and are treated well. The secondary data and quantitative method are used to get the desired results. We used data from 2013 to 2023. We got this data from WDI. We cleaned it in Excel and then analyzed it using STATA-17. We use GMM estimation to study how variables are related in both the short and long term, based on co-integration tests. The dependent variable in this research is green economic growth (GEG), while the mediator is energy sustainability (ES) and moderator is trade openness (TO). Independent coefficients encompass economic complexity, digital finance, ecological footprint, green innovation, and foreign direct investment. The advancement of green technology and the encouragement of eco-friendly innovations significantly enhance green economic growth through green innovation and foreign direct investment. To foster sustainable economic growth and attain the Sustainable Development Goals, collaboration, policy reform, and investment in green technology are imperative.

Keywords: Green Economic Growth (GEG), Sustainable Development Goals (SDGs), Foreign Direct Investment (FDI), Green Innovation (GI), Energy Sustainability (ES), and Trade Openness (TO).

Predicting Volatility of Cryptocurrencies: Deep Learning and GARCH Family Models

Dr. Hassan Raza & Hafiz Abdul Moiz

Shaheed Zulfikar Ali Bhutto Institute of Science and Technology University, Islamabad

Cryptocurrency markets are characterized by high volatility, posing significant challenges for accurate forecasting. Our research study evaluates the performance of various models in predicting cryptocurrency volatility, with a focus on the Generalized Autoregressive Conditional Heteroskedasticity (GARCH) family of models, deep learning techniques, and hybrid approaches. The research addresses three key hypotheses: (1) GARCH family models significantly predict cryptocurrency volatility, (2) deep learning models outperform traditional time series models in forecasting cryptocurrency volatility, and (3) hybrid models integrating GARCH family models with deep learning techniques provide more accurate volatility forecasts compared to standalone models. Using a dataset of daily closing prices from the top 10 cryptocurrencies by market capitalization, the study implements GARCH (Generalized Autoregressive Conditional Heteroskedasticity) models, Long Short-Term Memory (LSTM) networks, Gated Recurrent Units (GRU), and Feedforward Neural Networks (FFNN). Hybrid models, including LSTM-GARCH, GRU-GARCH, and FFNN-GARCH, are developed to combine the strengths of both econometric and deep learning approaches. Model performance is evaluated using Mean Squared Error (MSE) and Mean Absolute Error (MAE) as benchmark metrics.The results indicate that while GARCH models offer valuable insights into volatility prediction, deep learning models, especially when combined with GARCH models, significantly improve forecasting accuracy. The study demonstrates that hybrid models can effectively capture the complex dynamics of cryptocurrency markets, providing more precise and reliable volatility forecasts. These findings have important implications for investors, traders, and policymakers, offering a more robust approach to managing the risks associated with cryptocurrency volatility. This research contributes to the growing field of cryptocurrency risk modeling by demonstrating the effectiveness of hybrid approaches in financial forecasting. The findings provide practical insights for market participants in risk management, trading strategy development, and regulatory policymaking.

Keywords: Cryptocurrency Volatility, Deep Learning, GARCH Models, Hybrid Forecasting Models, LSTM-GARCH, Risk Management.

The Impact of Greenfield Investment on Economic Growth of BRICS and Pakistan Economies

Raees Ahmed
Shaheed Zulfikar Ali Bhutto Institute of Science and Technology University, Islamabad

The main objective of this study is to investigates the impact of Greenfield investments on the economic development of BRICS countries and Pakistan from 2003 to 2023. Greenfield investments, characterized by establishing new facilities, are critical for fostering GDP growth, creating employment, enhancing trade balance, and improving infrastructure. This research

addresses a significant gap in the literature by exploring the relationships between Greenfield investments, trade-adjusted carbon dioxide (CO_2) emissions, energy consumption, exports, and economic growth. Using panel least square analysis, the study examines the long-term effects of greenfield investment on economic growth, using secondary data from World Development Indicators (WDI) and the Global Carbon Atlas. The findings reveal that Greenfield investments influence GDP growth, with infrastructure development and employment generation identified as key benefits. However, trade-adjusted CO_2 emissions and energy consumption shows a significant negative impact on GDP, highlighting the environmental trade-offs of economic expansion. Exports, while positively correlated with GDP, show a statistically significant impact, suggesting the need for diversified trade policies and value-added exports to enhance economic performance. The results highlight the critical role of sustainable Greenfield investments in promoting economic growth while addressing environmental and energy-related challenges. Policymakers are advised to focus on renewable energy, green technologies, and efficient resource management to maximize the benefits of Greenfield investments. This study contributes to the ongoing discourse on sustainable development by providing valuable insights for emerging economies striving to balance economic growth with environmental sustainability.

Keywords: Greenfield Investment, Economic Growth, BRICS Economies, Pakistan Economy, Panel Least Squares, Sustainable Development.

The Influence of Africa's Maritime Policies on Pakistani Businesses: A Case Study of Trade and Investment

Tariq Khan

Institute for Global Dialogue, UNISA, South Africa

Africa has become a big player in global trade and commerce and its maritime sector is growing fast. As African countries are strengthening their maritime capacities Pakistani businesses are looking for opportunities in the continent's emerging markets. But Africa's maritime policies can make or break these business ventures. Despite the growing importance of Africa-Pakistan trade relations there is a dearth of research on the impact of Africa's maritime policies on Pakistani businesses. This is more so given the complexity and dynamics of international trade and investment. Since Africa's maritime sector continues to develop, Pakistani businesses are progressively seeking opportunities in the emerging markets of the African continent. Africa's maritime policies can, however, considerably influence the productivity and sustainability of business ventures. This paper presents do a qualitative content analysis of the impact of Africa's maritime policies on Pakistani businesses which are engaged in trade and investment with Africa. This research explores the opportunities and experiences of Pakistani businesses to operate in Africa, identifying opportunities, key challenges and policy implications. The findings and results of this research contribute to a deeper understanding of the multifaceted relationships between Africa's maritime policies, business sector of Pakistan, and the broader dynamics of international trade and investment.

Keywords: Africa, Pakistani Businesses, Maritime, Policies, Trade, Investment, Finance.

Investigating the Impact of Behavioral Biases on Investment Decisions among People with Disability in Pakistan through Mediating and Moderating Mechanism

Bibi Sana Shoukat & Amna Saeed

Riphah International University, Islamabad

Purpose- Drawing on the *Prospect Theory*, this study aims to examine how behavioral biases influences investment decisions among Persons with Disabilities (PWDs) in Pakistan, with moderating roles of financial literacy and level of disability, as well as the mediating effects of socioeconomic status and access to financial services. A survey questionnaire was used to collect data from 134 Persons with Disabilities (PWDs) working in different organizations in Pakistan. A purposive sampling technique was used for data collection. Findings suggest that behavioral biases have a significant negative impact on investment decisions among Persons with Disabilities in Pakistan. However, financial literacy plays a positive role as moderator in mitigating these biases, level of disability moderates this relationship in such a way that individuals experiencing higher disability levels exhibiting stronger risk aversion and a greater reliance on heuristics. Socioeconomic factors and access to financial services have a significant positive impact on this relationship. By highlighting the interplay between behavioral biases, financial literacy, socioeconomic factors, and level of disability, this study contribute to a deeper understanding of investment behavior and offers practical recommendations for policymakers and financial educators to improve the financial well-being of Persons with Disabilities in Pakistan.

Keywords: Behavioral Biases, Investment Decisions, Financial Literacy, Persons with Disabilities, Access to Financial Services.

Investigating the Impact of FinTech Adoption on Operational Efficiency in Pakistan's Public Sector: The Mediating Role of Digital Literacy and Moderating Role of Training and Development

Amna Saeed & Bibi Sana Shoukat

Riphah International University, Islamabad

Building on *Technology-Organization-Environment (TOE) Framework,* this study aims to investigates how financial technology (fintech) adoption impacts operational efficiency within public sector organizations of Pakistan, focusing on the mediating role of digital literacy and the moderating role of training and development. A survey questionnaire was used to collect data from 127 employees working in finance departments, managers, and program coordinators involved in fintech adoption in the public sector organizations of Pakistan. Convenience sampling technique was used for data collection. This study findings revealed that fintech adoption has a significant positive role in inducing operational efficiency within public sector organizations. Further, it states that digital literacy plays important positive intermediary role in enhancing operational efficiency because of fintech adoption. The study results show that training and development of employees tend to improve a significant positive impact of fintech adoption on employee digital literacy consecutively inducing operational efficiency of the organizations. This study provides a comprehensive framework for understanding the mechanisms through which fintech adoption can drive operational efficiency. It emphasizes the importance of digital literacy and effective training programs in leveraging fintech tools for

operational efficiency. The findings offer valuable insights for managers and policymakers aiming to enhance operational efficiency such as, for public service delivery, tax collection, social welfare payments, payment processing, financial management, supply chain optimization, and customer engagement in public organizations through fintech integration.

Keywords: Fintech Adoption, Operational Efficiency, Digital Literacy, Training and Development.

Empowering Women through Gender Lens Investing: Building Sustainable Asset: A Bibliometric Analysis

Mehwish Jaweed

Shaheed Zulfikar Ali Bhutto Institute of Science and Technology University, Hyderabad

This study examines the potential of gender lens investing (GLI) to empower women and build sustainable assets. Utilizing a bibliometric analysis, the study systematically explores the expanding body of literature on GLI, with a focus on its implications for women's empowerment and sustainable development. The analysis identifies key trends, themes, and influential works within the field, emphasizing the intersection of gender equality and investment strategies that prioritize women. Findings reveal a growing recognition of the significant impact of gender-focused investments on both the social and economic outcomes for women, with promising long-term benefits for individuals and communities. To conduct this analysis, a comprehensive search strategy was employed, targeting publications from 2000 to 2024, using databases such as Scopus, Web of Science, and Google Scholar. Relevant studies were identified through keywords including "gender lens investing," "women's empowerment," "sustainable investing," and related terms. Bibliometric tools such as VOS viewer and R-Studio were used to analyze citation counts, author networks, journal distributions, and co-citation patterns, unveiling key thematic clusters and the evolution of research in this domain. The study highlights the current state of GLI research and provides recommendations for future investigations and policy development, aimed at leveraging finance to empower women and advance sustainable economic growth.

Keywords: Gender-Lens Investing, Women's Empowerment, Female Entrepreneurship, Bibliometric Analysis, Sustainable Development Goals - SDG 2030.

Challenges Faced by Small Businesses in Adopting Green Finance

Muhammad Ali, Dr. Tahir Khan, Zain Ul Abidin, Muhammad Bilal & Shehzad Ahmad

University of Education, Vehari Campus

Most significant, small businesses are critical drivers of sustainable development. However, they are met with challenges in accessing and adopting green finance to promote the environmentally friendly practice. Despite increased availability, the demand for green financial instruments, such as green bonds and climate funds, remains relatively low in small businesses due to strict requirements, complex procedures, and associated costs involved. The current research probes structural, financial, and information-based barriers inhibiting small business's full leveraging of green finance that is fast emerging as the major enabler for sustainability and resilience to climate. Using mixed methodologies, it carries out in-depth interviews of owners of small businesses and representatives from financial institutions. It

incorporates extensive quantitative analyses based on the pattern of finance trend and real-time case studies in successful use of green finance. The findings point to some of the critical challenges, including a lack of awareness of green finance options, high transaction costs, lack of collateral, perceived risks by lenders, and insufficient technical expertise to design bankable green projects or comply with reporting requirements. The study concludes that targeted interventions, such as capacity-building programs, simplified application processes, and risk-sharing mechanisms, are essential to enhance small businesses' access to green finance. Addressing these challenges will help small businesses to significantly contribute to realizing global sustainability targets. This paper offers policy guidance, banking guidelines, and practical recommendations for small business support agencies to design a green finance model that fosters the ability of small businesses to contribute to making the transition towards a sustainable future.

Keywords: Green Finance, Small Businesses, Sustainability, Climate Resilience, Financial Barriers, Capacity-Building, Risk-Sharing, Inclusive Finance.

Climate Risks and Financial Stability

M. Awais Irshad, Dr. Tahir Khan, Ali Saleem, Tauseef Mushtaq & M. Talha Akhtar

University of Education, Vehari Campus

Climate change has emerged as a new source of risk for the financial system. In recent years, many central banks and financial regulators have encouraged investors and financial institutions to assess their exposure to climate-related financial risks. These authorities have also started to create scenarios for climate stress tests to evaluate the financial system's vulnerability to climate change. However, the financial sector currently lacks effective methodologies for analyzing the risks that climate change poses to financial stability. The distinct characteristics of climate risks—such as significant uncertainty, non-linearity, and endogeneity—create considerable challenges for traditional methods of macroeconomic and financial risk analysis. It is crucial to integrate climate change into macroeconomic and financial evaluations through innovative approaches to fully understand its macro-financial implications. This Special Issue centers on the connection between climate risks and financial stability, representing a groundbreaking effort to tackle methodological gaps in this area and to shed light on the financial impacts of climate change. It includes original contributions that utilize various methodologies—such as network modeling, dynamic evolutionary macroeconomic modeling, and financial econometrics—to explore climate-related financial risks and the effects of financial policies and instruments designed to support the transition to a low-carbon economy. The insights from these contributions can assist central banks and financial regulators in incorporating climate change considerations into their policies and financial risk assessments.

Keywords: Climate, Risks, Financial, Stability, Macroeconomics, Sustainability.

Machine Learning and CSR

Maryam Sawaira, Rimsha Qamar & Fareeha Iqbal

University of Education Lahore, Vehari Campus

Companies, investors, and scholars are paying more and more attention to corporate social responsibility (CSR), although its effect on financial success is still up for debate". The main predictors of CSR engagement and its financial ramifications are examined in this study using machine learning techniques. We classify CSR determinants into leadership, company characteristics, corporate governance, and managerial incentives. We find that the two main factors influencing CSR performance are board diversity and management incentives. We investigate the connection between Environmental, Social, and Governance (ESG) scores and Return on Equity (ROE) using models like Support Vector Machine (SVM), Random Forest, Multilayer Perceptron (MLP), and Long Short-Term Memory (LSTM) neural networks. MLP demonstrated the highest predictability accuracy of 81.08%. Furthermore, our study investigates the use of artificial intelligence for CSR compliance detection, pointing out the difficulties in characterizing non-compliance in contrast to the legal and financial sectors. Additionally, using the ISO 26000 framework, we determine that one important CSR aspect affecting company value is Occupational Health and Safety Management Systems (OHSMS). According to the study, strong corporate governance and efficient managerial incentives have a major impact on CSR performance, which improves financial results as shown by higher ROE. Effective predictions of CSR-related effects are made by machine learning models, especially the MLP, underscoring the potential of modern analytics in tying CSR initiatives to observable financial gains.

Keywords: Machine Learning, CSR, AI, Corporate Governance, ESG, Financial Performance.

The Role of Green Finance in Advancing the Circular Economy

Amara Tanveer, Asrar Ahmed Sabi*, Muhammed Tahir Khan, Eman Malik & Iqra Mahmood*

University of Education Lahore

This study explores that the role of Green Finance in advancing Circular Economy to achieve sustainable development in sustainable entrepreneurship. The application of GF in CE offers a possible opportunity to close the investment gap in the CE and get past financial barriers to green innovation, which is the main driving force for this study. Due to lack of natural resources, many firms used sustainable manufacturing process to improve a circular economy. This study addresses GF and CE may be used to accomplish sustainable development, especially with regard to sustainable patterns of production and consumption. Investigating this dual domain and identifying its key features is the aim of this study. In order to accomplish this goal, a thorough literature analysis was carried out, enhanced by a bibliometric evaluation. A conceptual framework is used to show the relationship between circular economy, sustainable entrepreneurship and green finance. This study provides a way for businesses, policymakers and financial institutions to enhance sustainable practices in the environment. Many challenges such as lack of knowledge, mismatched legal frameworks and limited financial incentives for investors to support sustainability. This research also provides solutions and strategies for businesses to grow toward a green economy. Additionally, green finance evaluates the potential investment to support the future of circular economy. Though significant progress is required to fully understand it's potential, there is a great deal of devote to the future of green finance

in the circular economy through sustainable entrepreneurship. This calls for the development of customized financial instruments, uniform impact assessments, supportive act, and enhanced capacity building. Issues like capital constraints and regulatory technicality continue despite the growing popularity of green finance products like enterprise capital and green bonds. Green financing promotes regularity compliance and policy accomplishment in addition to corporate and financial incentives.

Keywords: Circular Economy, Sustainable Development, Green Finance, Sustainable Entrepreneurship, Financial Institutions, Financial Incentives.

Determinants of Voluntary Disclosure: Empirical Evidence from Non-Financial Firms in an Emerging Market

Mahnoor Altaf

Shaheed Zulfikar Ali Bhutto Institute of Science and Technology University, Islamabad

This study investigates the determinants of voluntary disclosure in 100 non-financial firms listed on the Pakistan Stock Exchange (PSX) over six years (2014–2019). Using a weighted voluntary disclosure index adapted from Patelli and Prencipe (2007), the study examines the impact of firm size, profitability, leverage, growth opportunities, independent directors, and managerial ownership on voluntary disclosure. Panel data regression analysis reveals that voluntary disclosure is positively associated with firm size, leverage, profitability, growth opportunities, and managerial ownership, while a negative relationship is observed with the proportion of independent directors. The findings indicate that firm size and managerial ownership are the most influential determinants, as larger firms disclose more due to litigation risks, analyst scrutiny, and economies of scale, while higher managerial ownership encourages disclosure to reduce monitoring costs. This research has significant implications for investors and regulatory authorities in developing economies like Pakistan, emphasizing the legitimacy theory of voluntary disclosure, where firms disclose information—whether clear or ambiguous—to justify their existence. Given the limited research on voluntary disclosure in developing countries, this study contributes to the literature by enhancing the understanding of voluntary disclosure dynamics, urging stakeholders to critically analyze corporate disclosures before making informed decisions.

Keywords: Voluntary Disclosure, Firm Size, Managerial Ownership, Pakistan Stock Exchange, Panel Data Regression, Emerging Markets.

Unlocking Sustainability Potential: The Impact of Green Finance Reform on Corporate ESG Performance

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The improvement of incentive mechanisms and the institutional structure of green financing policies is crucial to aligning environmental management with corporate growth. This study uses the Green Finance Reform and Innovation Pilot (GFRIP) policy that started in China in 2017 to establish an almost natural experiment involving listed companies in sharing A, leading to several important findings. (1) GFrip's policy has proven to be effective in significantly

increasing companies' exhaust performance in the pilot regions, with robust checks, including propensity correspondence and placebo tests, reaffirming these findings. (2) The policy contributes to improving the performance of ESG, relieving financing restrictions, promoting green investments, and improving the environmental awareness of managers. (3) The effectiveness of GFrip policy in ESG performance is further amplified by the external application of environmental regulations and the internal environmental awareness of managers. (4) Heterogeneity analysis indicates that state-owned companies, higher companies, and those with higher levels of pollution undergo a more pronounced impact of pilot policy. The results of this study offer valuable information on how government initiatives can promote green financing policies and their implications for sustainable companies.

Keywords: Chave Ex-Performance, Policy of Green Financing Innovation Pilot, Media Model, Moderating Effect, Sustainable Development.

Impact of Managerial Ownership on Firm Growth: A Contemporary Panel Data Analysis of Pakistan's Non-Financial Sector

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The present study examines the impact of managerial ownership on the growth of non-financial firms listed on the Pakistan Stock Exchange, following the corporate governance reforms of 2012. A total of 100 firms were selected, and panel data for these firms were collected over a 10-year period from 2013 to 2022. The Generalized Method of Moments (GMM) was employed to address the potential endogeneity concerns and ensure robust empirical findings. Managerial ownership is measured by the proportion of shares held by a firm's top management, while firm growth is assessed using sales growth, a widely recognized measurement proxy for firm growth. There is ongoing debate regarding whether higher managerial ownership aligns managers' interests with those of shareholders, thereby enhancing firm growth, or whether excessive ownership leads to managerial entrenchment, constraining growth. To the best of authors' knowledge this is the first study to examine the impact of managerial ownership on the growth of non-financial firms in Pakistan. The findings reveal a significant positive relationship between managerial ownership and firm growth, supporting the alignment hypothesis. The findings will be valuable for policymakers, investors, and firms in understanding the role of managerial ownership in driving firm growth.

Keywords: Firms Growth, Managerial Ownership, Generalized Method of Movement (GMM), Panel Data Analysis, Pakistan.

ESG Ratings and Firms' Access to Finance: An International Perspective

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States and institutions are increasingly emphasizing the adoption of sustainability practices among corporations. Environmental, Social, and Governance (ESG) frameworks have emerged as a pivotal approach leading to global sustainability goals but with financial implications. Besides financial considerations, integrating ESG into business models is crucial for sustainable development due to mounting regulatory pressures and responsible investors'

choices to direct funds towards responsible firms. The sustainable practices of financial institutions have implications not only for global environmental concerns but also for social and governance domains, which are inextricably interconnected. While existing research has focused on ESG ratings and financial performance, the specific connection between ESG and financial constraints has received limited attention. Given the intertwined nature of sustainability goals and financial implications, this study investigates the impact of sustainability ratings on financial constraints among banks and other financial institutions using global data from 2003-23. The study employs panel data regression analysis to see the impact of ESG ratings on the financial constraint of firms. The findings reveal that an aggressive sustainability strategy results in lower financial constraints. Our findings are robust to alternative proxies of financial constraints and alternative regression estimators. This research provides a compelling case and a substantive argument for financial organizations to prioritize corporate sustainability considerations in their decision-making process. The findings benefit financial institutions (including banks & others), policymakers, investors, and sustainability advocates by highlighting the role of ESG practices to alleviate financial constraints and supporting global sustainability goals.

Keywords: Corporate Sustainability, ESG, Financial Constraints, Sustainable Finance, Banks, Financial Institutions.

The Impact of Financial Inclusion on Sustainable Development

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Financial inclusion is a key driver of sustainable development, with the potential to reduce poverty, improve health and education, and address inequality. This study explores the impact of financial inclusion on sustainable development across 207 countries, using data from the World Development Indicators (WDI) for the period 2004-2014. By employing panel data approach, the study finds that financial inclusion, when proxied by Automated Teller Machines (ATMs) and commercial bank branches, negatively influences sustainable development. In contrast, industrialization and trade openness are found to promote higher levels of sustainable development. The results further reveal a negative association between sustainable development and foreign direct investment, population growth, and urbanization. These findings underscore the importance of expanding access to financial services as a strategy for promoting inclusive and sustainable growth. The study offers valuable insights for policymakers and financial institutions, guiding the development of innovative financial tools and policies to enhance global financial inclusion and meet sustainability goals.

Keywords: Financial Inclusion, Sustainable Development, Economic Growth, Trade Openness, Financial Systems.

Role of Personal Innovation in the Context of Omnichannel Retailing: Evidence from Banking Sector of Pakistan

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This study explored the influence of omnichannel customer experience on consumer trust with personal innovativeness behavior as a mediator. Because the translation of innovativeness in creating omnichannel strategies into customer trust was paramount in the context of customer engagement for retail banking in Pakistan, understanding how individual innovativeness influences this translation was critical. A quantitative approach was used whereby survey data was collected from 350 consumers of retail banking in Pakistan who use omnichannel. Thus, the relationships between omnichannel customer experience, personal innovativeness behavior, and trust were analyzed by using structural equation modeling (SEM). The findings showed that omnichannel customer experience did make a big difference to customer trust. It is also important that personal innovativeness behavior had a pivotal mediating role, with highly innovative individuals more likely to translate positive omnichannel experience to build trust. The study showed that these consumers typically employed a variety of channels including mobile banking, online resources, and in-branch services and that the conjoining of these channels was an important factor in propensity to trust. The study implied that retail banks in Pakistan should emphasize providing seamless and integrated omnichannel experiences to gain trust, especially with personal innovative consumers. Recommendations included strategies like personalized cross-channel communication, consistent service quality across the platform, leveraging technologies such as AI and data analytics to predict the preferences of customers, to name a few. Also, banks should put resources into staff training to ensure consistent support across channels and make the digital platforms comfortable to use for the users' better experience. This study highlights that the omnichannel customer experience and trust significantly impact personal innovativeness behavior (PIB) in the retail banking sector of Pakistan. Moreover, PIB plays the role of a mediating element to the relationship between omnichannel customer experience and trust in the retail banking sector. This brought novel understanding of how individual differences in innovativeness lead to the formation of trust in the omnichannel environment and implications for practice.

Keywords: Omnichannel, Customer Experience, Trust, Personal Innovativeness Behavior, Mediation, Retail Banking, and Pakistan.

Risk Management Aligned with SDG-8

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In increasingly volatile global economy, the integration of risk management with SDG decent work and economic growth is essential for fostering resilient, sustainable growth and creating equitable opportunities for all. As nations face mounting economic challenges, including market instability, environmental risks, and technological disruptions, adopting robust risk management strategies is vital for ensuring businesses not only survive but thrive. This research investigates how strategic risk management, encompassing financial risk assessments, climate adaptation measures, and technological innovation, can stimulate economic growth and promote the creation of decent work opportunities, particularly for marginalized groups like women entrepreneurs. The role of women in entrepreneurship, particularly in developing

regions, is examined, as women are underrepresented in economic activities despite their significant population. The study highlights the importance of fostering a risk-aware business environment that supports the growth of women-led SMEs, offering easier access to financial resources and providing adequate infrastructure to stimulate business development. By embedding adaptive risk management into business practices, organizations can mitigate potential threats while capitalizing on emerging opportunities, ultimately driving the achievement of SDG decent work and economic growth. The study emphasizes the importance of collaborative efforts between governments, businesses, and financial institutions to cultivate a conducive environment for business growth, innovation, and job creation. In doing so, it provides insights into how aligning risk management with sustainable development goals can enhance resilience, foster economic stability, and ensure that growth remains inclusive, equitable, and resilient for all.

Keywords: Risk Management, SDG8, Economic Growth, Decent Work, Women Entrepreneurs, Financial Resilience.

Impact of Corporate Governance on Financial Stability and Financial Performance Banking Sectors of Pakistan and Afghanistan

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The main goal of this research was to investigate the link between corporate management and a firm's stability and financial performance. The influence of board size, independent directors, female directorship, the audit committee, firm size, and debt on the financial performance and stability of banks was carefully examined in this study. Z-Score, Return on Equity (ROE), and Return on Assets (ROA) were used to evaluate a company's performance and stability. A descriptive research study was employed in this investigation, and the research population consisted of all banks registered with the state bank. Annual reports were used to collect secondary data from 2017 through 2023, and both descriptive and inferential statistics were applied. The study found that corporate governance practices significantly affect organizations' financial success and long-term viability. Corporate governance initiatives improved the economic results and stability of the companies.

Keywords: Corporate Governance, Financial Stability, Financial Performance.

Forecasting Stock Market Fluctuations in Pakistan Using PyTorch TabNet

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Stock market fluctuations are highly volatile and predicting them remains a challenging task. This paper presents a forecasting model for predicting stock market fluctuations in Pakistan using PyTorch TabNet, a deep learning-based model. The dataset consists of daily stock market data from the KSE 100 Index spanning the period from 2019 to 2023. Key features such as Price, Open, High, Low, and Change % are utilized to predict the Change % in the stock market. Preprocessing steps like data normalization, outlier detection using Isolation Forest, and handling missing values are applied to ensure data quality. The model's performance is

evaluated using Mean Absolute Error (MAE) and Root Mean Square Error (RMSE). The model achieved an MAE of 0.0347 and RMSE of 0.0618, indicating significant predictive accuracy. The results suggest that PyTorch TabNet offers a reliable and efficient approach to forecasting stock market changes in Pakistan, making it a valuable tool for both investors and financial analysts. Index Terms—Stock Market Forecasting, PyTorch TabNet, KSE 100 Index, Machine Learning, Change Prediction, Financial Market.

Keywords: Stock Market Forecasting, PyTorch TabNet, KSE 100 Index, Machine Learning, Financial Prediction, Deep Learning.

Forensic Accounting 2.0: How AI is Revolutionizing the Fight Against White-Collar Crime

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This study explores the transformative role of artificial intelligence in modernizing forensic accounting to combat white-collar crime. As financial fraud grows in complexity and scale, traditional investigative methods face limitations in identifying subtle anomalies hidden within vast datasets. The purpose of this research is to assess how AI-driven tools enhance fraud detection and risk management in forensic accounting practices. By employing a mixed-method approach that integrates a systematic literature review, case study analyses, and empirical data from financial institutions, the study examines the effectiveness of machine learning algorithms, advanced data analytics, and automation in uncovering fraudulent activities. Findings indicate that AI significantly improves the identification of irregular patterns, accelerates the investigative process, and reduces operational costs. The evidence suggests that AI not only enhances the accuracy and efficiency of fraud detection but also enables a proactive stance against potential financial misconduct. In conclusion, the integration of AI into forensic accounting practices represents a pivotal advancement, providing a more robust framework for detecting and mitigating white-collar crime. The implications of this research advocate for the adoption of AI technologies by organizations to strengthen internal controls and compliance measures, while also informing policymakers on the need to update regulatory frameworks in line with technological progress.

Keywords: AI-Driven Forensic Accounting; White-Collar Crime; Machine Learning in Fraud Prevention; Financial Forensics & Big Data; Automated Fraud Investigation.

The Impact of Board Composition on Firms Financial Performance: Evidence from Banking Sector of Pakistan

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This study explores the relationship between board composition, board size, and firm financial performance over a span of 10 years. It investigates and analyzes the factors that impact a firm's financial performance, which is crucial in today's highly competitive environment. This study will also investigate the structure of the board of directors and its effect on financial performance. Current study will focus on the two aspects of board; the independence and dependence of the directors and financial performance including return on equity and return on

asset. In this study researcher investigates the significance of the return on equity and return on assets on financial performance. As far as the performance of the firm is concerned, in some cases there is a negative and significant relationship with the independence of the boards. Using a cross-sectional design researcher will track changes in board composition and financial performance from stock exchange listed firms from 2015-2024 period. This study will contribute to existing literature by providing new insights into the dynamics of board composition financial performance relationships. The findings will provide important implications for firms seeking to optimize their board composition and improve financial performance.

Keywords: Board Composition, Financial Performance, Corporate Governance, Board Directors, Stakeholders.

Moderating Role of Religious Orientation on Islamic Fintech Adoption in Pakistan

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This study focuses on the factors impacting the adoption of Islamic fintech in Pakistan and explores the moderation effect of religious orientation. Data was collected from 121 participants in Islamabad through a structured questionnaire and analyzed using SPSS and Structural Equation Modeling (SEM-PLS). The results show that perceived risk and convenience have a significant positive influence upon the adoption of Islamic fintech. Additionally, religious orientation significantly moderates the relationship between trust, financial literacy, convenience and Islamic fintech adoption. However, financial literacy, trust and the moderating effect of religious orientation on the relationship between perceived risk and adoption were not significant. These findings provide essential observations in to the adoption of Islamic fintech and emphasize on the role of religious orientation in effecting these relationships.

Keywords: Islamic banks, Fintech, Religion, Pakistan.

The Impact of Islamic Banking on Financial Inclusion: A Study on the Effects of Islamic Banking in Muslim-Majority Countries

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Islamic banking has come forward as a strong instrument to foster financial inclusion in the Islamic countries as a halal financial system. This paper seeks to examine the role that Islamic banking plays in improving financial risk and access in particular to people of Islamic culture by meeting their religious, social and economic needs. In this study, cross-sectional quantitative survey data from six Muslim countries is complemented by qualitative data from various ISBI stakeholders to examine the link between the level of Islamic banking market and financial inclusion consisting of account penetration, savings with a financial institution, and banking service awareness. The results show a robust relationship between Islamic banking and financial access where countries with high market share of Islamic banking such as Malaysia and Saudi Arabia with strong regulatory structures and informed customers on the accessibility of financial services. However, recurring impediments like insignificant levels of demand for formal credit, weakness in financial media literacy, and the regularization of policies are some of the reasons why expansion happens systematically, especially in nations such as Bangladesh

and Egypt. Policy interventions, technological improvement, and educational conduct for the enhancement of the scale and outreach of Islamic banking are emphasized by the study. Therefore, comparing these results with literature, this study underlines the importance of Islamic finance for inclusive economic growth and provides recommendations to eliminate the barriers, which have been identified.

Keywords: Islamic Banking, Financial Inclusion, Muslim-Majority Countries, Halal Financial System, Banking Service Awareness, Economic Growth.

The Impact of Islamic Financial Institutions on Economy

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The ethical values of Islamic financial institutions are emphasized in this essay, along with their significance in light of the worldwide economic crisis brought on by the shortcomings of traditional financial systems. Understanding the ethical principles derived from the Qur'an and Sunnah that set Islamic finance apart from conventional models that are motivated by profit is a research gap identified by the study. The goals include looking at Islamic ethical standards, how they are used in financial institutions, and how they affect business practices and customer confidence. Financial regulations, comparative frameworks, and Islamic texts are all qualitatively analyzed as part of the technique. The legitimacy of Islamic financial institutions worldwide is increased by upholding ethical standards, which guarantee equity, risk-sharing, and social justice. In order to preserve the integrity and viability of Islamic finance in a variety of economic contexts, the conclusion emphasizes the necessity of an unflinching dedication to these principles.

Keywords: Social Justice, Risk-Sharing, Shari'ah Compliance, Islamic Finance, Ethical Principles, Financial Sustainability.

MARKETING

The Impact of Social Media Marketing Activities on Customer Intentions: A New Emerging Era

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In the quickly changing digital world, social media marketing (SMM) has evolved as an important tool for businesses to engage with customers, increase brand visibility, and influence purchasing decisions. This study investigates the impact of social media marketing activities in altering client intentions, with an emphasis on the dynamic interplay between content generation, interactive campaigns, influencer collaborations, and sponsored advertisements. Using proven ideas such as the Theory of Planned Behavior and Consumer Decision-Making Models, this article investigates how SMM raises awareness, creates trust, and turns engagement into actionable consumer behavior. Furthermore, it emphasizes the problems that marketers confront, such as algorithm modifications, privacy concerns, and content saturation. It identifies potential in artificial intelligence (AI), augmented reality (AR), and sustainability-driven marketing techniques. The report uses case studies of successful campaigns to provide insights into best practices for effectively harnessing SMM. This article finishes by emphasizing the significance of authenticity, personalization, and agility in navigating the rising era of social media marketing, as well as actionable tips for businesses seeking to succeed in a competitive digital marketplace. Finally, this study emphasizes the importance of authenticity, personalization, and agility in navigating the increasingly complex world of social media marketing. It concludes with specific tips for organizations looking to succeed in a competitive digital environment, highlighting the significance of remaining flexible and responsive to evolving trends and consumer expectations.

Keywords: Social Media Marketing, Customer Intentions, Brand Engagement, Influencer Collaborations, Digital Advertising, Consumer Behavior.

The Impact of Social Media Influencers on Purchasing Decisions of Young Adults

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In recent years, the marketing and advertising of goods and services has drastically changed. Social media is the new norm, and instead of traditional marketing, and advertisements, people connect with social media influencers and relate to their experiences – hence, their suggested goods and services perform better, specially, with young adults. This article explores the social dynamics and psychological aspects of young adults to examine why they buy products based on influencers' recommendations and what factors effect on their decision making. Since young adults are very active on social media, on sites as such as Facebook, Instagram, Tiktok, Youtube etc, they are exposed to a large amount of content and product recommendations from the social media influencers. This article also examines how the influencers use relatability, genuineness, and their life style to convince their audience to buy the products they promote. Influencers also use recent trends and FOMO (fear of missing out) in their content to convince young adults to purchase. This article also addresses the concerns related to ethical issues, such as transparency of paid promotions or the actual recommendation. The article provides a

comprehensive view of how influencer marketing impacts young adults – and offers ideas, how to navigate the complexities of this new marketing era. In the end, evolving nature of consumer behaviour in the digital era is examined.

Keywords: Social Media Influencers, Purchasing Decisions, Young Adults, Influencer Marketing, Consumer Behavior, Digital Advertising.

Empathy-Driven Acceptance of Artificial Intelligence: Examining the Mediating Role of Trust

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The present research aimed at exploring the relationship between empathetic response of artificial intelligence, trust in artificial intelligence and acceptance of artificial intelligence among E-commerce wholesalers. For this purpose, the data was collected from E-commerce wholesalers residing in local markets of Peshawar, Lahore, Karachi and Rawalpindi. Empathetic response of artificial intelligence, Trust in artificial intelligence, and Acceptance of artificial intelligence were scales used for data collection. The results showed that the empathetic response of AI was positively related to trust in Artificial Intelligence among E-commerce wholesalers, and trust in AI was positively associated with the acceptance of AI. Additionally, the findings revealed that the empathetic response of AI directly influenced the acceptance of AI. Moreover, trust in AI mediated the relationship between the empathetic response of AI and the acceptance of AI, emphasizing the pivotal role of trust in fostering the adoption of AI technologies among e-commerce wholesalers. The study can provide useful information for future marketers by adopting the use of artificial intelligence in their ads and campaigns,

Keywords: Artificial Intelligence, Trust, Empathetic Response, Acceptance.

The Impact of Social Media Influencer's Perceived Importance on Sustainable Consumption: A Sequential Mediation Model

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Social media has become a core component of our daily lives. Influencers have emerged as key players in fostering sustainable consumption in recent years. The ability of social media influencers to impact customer choice is based on their perceived importance, credibility, and reputation among the followers. This study used the theory of mind to explore how an influencer's perceived importance directly influences sustainable consumption within the fashion sector while exploring the mediating roles of their credibility and reputation. Quantitative data collected from 402 consumers were examined using SEM in SmartPLS4. Results showed that an influencer's perceived importance positively affects cognitive, affective, and conative sustainable consumption, with reputation as a significant mediator. The influencer's credibility in isolation had no direct mediating effect however sequential mediation revealed that the influencer's reputation and credibility exerted a significant combined indirect impact. These results highlight influencers' importance and reputation in influencing

sustainable consumption and offer valuable information for influencers and social marketers to optimize sustainable marketing strategies.

The Role of Social Media Platforms in Enhancing Brand Loyalty: Strategies, Challenges and Consumer Engagement Trends

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This study examines the role of social media platforms in enhancing brand loyalty, focusing on the strategies involved by brands, challenges faced, and consumer engagement trends. Social media has become a critical tool for raising meaningful connections between brands and consumers, enabling personalized interactions and building long term trust. This research explores how platforms like Instagram, Facebook, and TikTok contribute to brand loyalty through interactive content, influencer marketing, and real-time communication. This study used non probability convenience sampling technique and questionnaire consisting of a Data were collected using a 5-point Likert scale, were used for data collection. This research used online survey for data collection and 316 respondents in Pakistan data were analyzed using SPSS 22.0. Software. The population includes social media users aged 18-45 and 50 marketing professionals from diverse industries. It analyzes data collected from both consumers and marketers to identify effective strategies and barriers in leveraging social media for loyalty building. The findings indicate that importance of authentic engagement, content relevance, and responsiveness in nurturing brand customer relationships, providing actionable insights for marketers in the digital age. This study concludes that social media platforms play a pivotal role in enhancing brand loyalty by fostering meaningful and personalized connections with consumers. Interactive content, influencer collaborations, and real-time communication emerge as critical strategies for loyalty building. The brands must address challenges like maintaining authenticity, creating relevant content, and ensuring timely responses to consumer interactions. Marketers can cultivate long-term brand trust and loyalty in an increasingly digital marketplace.

Beyond Clicks and Views: Exploring the Impact of Digital Marketing Strategies on Consumer Engagement and Purchase Intentions

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The present research examines the impact of digital marketing strategies on consumer engagement and purchase intentions, focusing on the e-commerce sector in Pakistan. A quantitative research approach was employed, utilising a cross-sectional survey design. Data were collected from 150 e-commerce consumers through structured questionnaires, and statistical analyses were conducted using SPSS, including reliability, correlation, and regression analyses. The findings indicate that digital marketing strategies significantly

influence consumer engagement, which acts as a critical mediator in shaping purchase intentions. Specifically, the results demonstrated a positive and statistically significant relationship between digital marketing strategies and consumer engagement ($\beta = 0.393$), and between consumer engagement and purchase intentions ($\beta = 0.421$). Furthermore, the direct effect of digital marketing strategies on purchase intentions was also significant. Descriptive analysis revealed a generally positive perception of digital marketing and its impact on consumer behaviour among respondents. This study contributes to the existing literature by integrating consumer engagement as a mediating variable between digital marketing strategies and purchase intentions, providing actionable insights for marketers. Practical implications include emphasizing interactive and personalized digital marketing techniques to foster consumer engagement and drive purchase decisions. The research is limited by its cross-sectional design and geographical focus on Pakistan. Future studies are recommended to explore longitudinal impacts and assess variations across different cultural and industrial contexts.

Keywords: Consumer Engagement, Purchase Intentions, Buying Behavior.

Discovering Online Consumer Experience: A Systematic Literature Review and Research Programs

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The objective of this systematic literature review is to assess and gather information about online consumer experiences. This research focuses on the most current studies on online consumer experience (OCE), which is the behavioral, emotional, and cognitive experiences of consumers' reactions to consumer - business exchanges that take place across digital platforms (websites, social media, mobile apps, etc.). By using systematic literature review methods with quantitative bibliometric analysis. Based on 434 publications published since the last systematic review 10 years ago, we were able to identify publication patterns, notable authors and world foot prints, using the development of research themes. In addition to identifying commonly researched online consumer experience (OCE) dimensions, and consequences which discovered new topics about m-commerce and augmented/virtual reality. Overall, even though this study provides insightful information about the state of online consumer experience (OCE) research at the moment, much more work has to be done to completely comprehend this phenomenon's complexity. Subsequent studies ought to focus on addressing the shortcomings of our analysis and use techniques like meta-analysis etc.

Keywords Online Customer Experience, Systematic Literature Review, Bibliometric Analysis, Virtual Reality, M-Commerce, TCM Framework.

The Green Marketing Revolution: Marketing 5.0 Strategies for Herbal Cosmetic Companies in Pakistan

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The Industrial Revolution has transformed various domains, including marketing. Marketing 5.0, derived from Industrial Revolution 5.0, is a relatively new concept, while Marketing 4.0

remains widely used. This study focuses on helping small and medium-scale female entrepreneurs adopt Marketing 5.0 strategies for green beauty products using AI analytics. By analyzing the marketing strategies of top cosmetic brands through secondary sources, we suggest AI-driven approaches such as VR for product visualization, chatbots for customer engagement, and AI-based data analytics to enhance awareness and trust in herbal cosmetics. Our findings highlight the potential of AI-based digital marketing to improve brand recognition and customer engagement. This study aligns with the UN Sustainable Development Goals (SDGs), particularly Goal 8 (Decent Work and Economic Growth) and Goal 12 (Responsible Consumption and Production), while also contributing to Pakistan's Vision 2030 by fostering innovation and empowering female entrepreneurs in sustainable business models.

Keywords: Marketing 5.0, AI Analytics, Green Beauty Products, Female Entrepreneurs, Digital Marketing, Sustainable Business Models.

The Impact of Customer Perceived Employees Emotional Competence on Customer Loyalty: Mediating Role of Rapport

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Customer loyalty is significantly shaped by the competency of interactions between service personnel and clients. Although studies have shown a connection between customer loyalty and employees' emotional competence, little is known about the underlying mechanisms. This study examines how rapport functions as a mediator in the relationship between customer loyalty and employees' emotional competence as perceived by the customers. Our results, which are based on customer and employee survey data, indicate that rapport-building and customers loyalty are facilitated by employees' emotional competence. By shedding light on the psychological processes that underlie the relationship between emotional competence and customer loyalty, the study adds to the body of literature. The results have significant implications for businesses looking to increase customers' loyalty through staff training courses emphasizing rapport-building and emotional intelligence.

Keywords: Customer Loyalty, Emotional Competence, Rapport, Service Interactions, Employee Training, Emotional Intelligence.

Placement of Market-Language as a Branding Strategy of Product-Labels, Inducing the Local Consumer through the Intercultural Rhetoric in Discourse

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There are different types of text-structure (rhetorical patterns) inherent in a particular text. Rhetorical patterns are unique to a particular language and culture. These structures, including compare-contrast, problem-solving, and causation structures, affect the comprehension of particular message by its readers. For better recall by the native user, the text should be structured in the rhetorical pattern of that language. A comparative study of the labels/typography on some products by multinational groups of companies show that there is a need of improvement on the part of contrastive/intercultural rhetoric in presenting the

significance of the product and attracting the potential product-users. It will create values related to local markets individually instead of single global approach as to 'what does the text talk about' and 'how do they influence' the particular/potential product-users in different regions/markets of the world. The present study adopted the postmodern mapping method from Connor et al (2008) who uses three postmodern maps laying over each other for explaining the concept of intercultural rhetoric. These maps illustrate three frameworks: Fairclough's "Text in Context theory" (1992), Atkinson's "Intertwining of 'large' and 'small' cultures in discourse" (2004), and Giles and Connor's "interaction and accommodation in intercultural communication" (1999). The findings suggest that text-structure in typography as a branding strategy in marketing to engage particular stakeholder needs to be developed in lines with contrastive rhetoric to attract maximum number of potential users.

Keywords: Market-Language, Branding Strategy, Product Labels, Intercultural Rhetoric, Consumer Engagement, Rhetorical Patterns.

Analyzing Relationship Marketing Regarding Pharmaceutical Sales Representatives and Physicians in Pakistan

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This study examines the significance of relationship marketing between pharmaceutical sales representatives (PSRs) and physicians in Pakistan, emphasizing the role of personal relationships in fostering long-term business connections. In an increasingly restrictive environment, medical representatives face challenges in providing valuable information to doctors while maintaining professional relationships. The study investigates physicians' perceptions of PSRs based on perceived values, characteristics, and pharmaceutical organization perception. Three hypotheses were tested regarding doctors' acceptance of PSRs, the quality of their relationships, and the effectiveness of their meetings. Primary data was collected through a survey using a five-point Likert scale, with 77 responses from a target population of 200. The data was analyzed using SPSS and Smart PLS, considering demographic factors such as gender (70% male, 30% female), age (41-55 years), employment duration (10-15 years), and workplace settings (government and private hospitals/clinics). The measurement model ensured validity and reliability, while the structural model tested the hypotheses. Findings suggest that physicians' interactions with PSRs, including their acceptance of gifts, influence their prescription behaviors, potentially leading to biased prescribing practices that favor the company's drugs.

Keywords: Prescription Behavior, Pharmaceutical Companies, Medical Representatives, Communicational Marketing, Ethics.

Effect of Digital Marketing on Sales Volume with The Mediating Role of 4 P's: Evidence from Brands and NITC sector of Pakistan

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The focus of this study was to check the impact of digital marketing on the sales volume and digital marketing is basically a plan that a business uses to promote its product or services online. There are the five dimension of digital marketing approach including Search Engine Marketing, Search Engine Optimization, Content marketing, Email marketing, Data Analysis. This study is main aim to examine the relationship between digital marketing and sales volume and the mediating variables (Product, Price, Place, and Promotion). Especially it analyzes the correlation between the dimension of digital marketing and sales volumes. To achieve this study the researcher has been collect the data at field of online marketing in Pakistan and using the probability sampling and 150 questionnaires were delivered to the sailors and will take the answer from them. SSPS and Minitab software use for analyze the data and using quantitative method. Finally, the result will be significantly positive relationship between digital marketing and sales volume. Digital marketing strategy and sales volume summary when designing a marketing strategy, you should set a specific goals and metrics for increasing the sales volume. This will let you know which marketing efforts are effective and which areas need improvement.

Keywords: Digital marketing, dimensions of digital marketing, 4 P's, Sales Volume.

Impact of Social Media Influencers on Purchase Decision with Mediating Effect of Consumer Behavior: Evidence from Beauty Products of Fashion Industry of Pakistan

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This study investigates how social media influencer impact the people buying decisions and how consumer behavior plays role in this effect. For current study the researcher used a survey method to gather a data from social media users. Researcher make sure that the sample was representative of the general population by using a probability sampling method. Findings of research show that the social media influencer have a significant effect on how people make buying decision through several mechanisms like trust and authenticity. Consumer behavior is an important factor in this process serving as a man connection between influencer and purchasing decision. For current study researcher collect data from 300 social media users in Haripur using a detailed questionnaire for the analysis of data researcher use SPSS software and hope that result of our research is helpful for the policy maker and, the rese archer hope that the result of our study help to take the better decision while working with social media influencer to increase their sales. Further researcher could explore how factors like trust and authenticity influence consumer buying behavior specifically in fashion industry. Influencers are now essential parts of present marketing campaigns Brands can establish a connection with consumers through visually win photos, videos, or product demos, which can enhance brand loyalty and finally impact consumers' purchasing decisions.

Keywords: Social Media Influencers, Purchase Decision, Consumer Behavior.

HUMAN RESOURCE

Role of HRIS and Knowledge Sharing Behavior towards Innovation Capability: Moderating Effect of Organizational Citizenship Behavior

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The objective of the study was to examine the impact of HRIS usage and knowledge sharing behavior on the innovation capability of banking sector employees. The study also investigated the moderating role of organizational citizenship behavior on the effect of HRIS usage and knowledge sharing behavior on innovation capability. The Resource-Based View and Organizational Citizenship Behavior theories are applied in this research. This study is based on a quantitative approach for data collection and the data was examined using a correlational research design. The target population of this study is based on the employees of private banks of Karachi, Pakistan. The sample size was 187 responses which were analyzed using linear regression. The results showed that human resource information system usage has a positive and significant effect on employee's innovation capacity. Similarly, knowledge- sharing behavior was also found positive but had an insignificant effect on employee's innovation capacity. The results also demonstrated that organizational citizenship behavior has a positive and significant moderated effect on the relationship of human resource information systems and employee's innovation capacity and in the relationship between knowledge-sharing behavior and employee's innovation capacity. This study provides a model to management leaders and practitioners who can look into employees' creative capabilities and leverage them. The study suggests that certain actions need to be implemented by top management to foster a positive attitude towards employees' innovation capacity through proper HRIS usage and knowledge-sharing behavior over the span of time. Lastly, implications and avenues for future research are also suggested at the end of the paper.

Keywords: HRIS Usage, Knowledge-Sharing Behavior, Organizational Citizenship Behavior, Employees' Innovation Capacity.

The Impact of Perceived Internal CSR on Organizational Commitment with Mediating Role of Psychological Ownership

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Internal CSR has become an important part of organizations' responsibility however, its role in fostering organizational commitment has not been widely studied. This study examines the impact of perceived internal CSR on organizational commitment while taking psychological ownership as a mediating factor. Applying the social exchange theory, the study specifically examines the impact of three dimensions of perceived internal CSR on organizational commitment with the mediating effect of psychological ownership: perceived internal CSR altruism, perceived internal CSR execution, and perceived internal CSR participation. Data from 267 participants from the Pakistani banking sector is analyzed using correlation analysis and multiple regression. The empirical results show that perceived CSR altruism, perceived CSR execution, and perceived CSR participation positively impact organizational commitment, furthered by psychological ownership. The results also suggest that internal CSR,

when perceived positively by employees, can foster their commitment towards the organization.

Exploring the Impact of Adaptive Leadership on Champion Behavior: The Sequential Mediating Role of Psychological Empowerment, Resilience and Self-Efficacy

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The purpose of this study is to examine the impact of adaptive leadership on champion behavior, not in isolation, but through the sequential mediating roles of psychological empowerment, self-efficacy, and resilience. To achieve the research objectives, a positivism research philosophy using a deductive approach was adopted. Data was collected from the sample of 210 public sector employees through purposive sampling techniques. A self-administered questionnaire was employed for data collection, and Structural Equation Modeling (SEM) was utilized for data analysis. The results revealed that adaptive leadership significantly influences champion behavior through the sequential mediation of psychological empowerment, self-efficacy, and resilience. The mediators tested in the research successfully supported all hypotheses because they proved instrumental in developing champion behavior throughout the public sector. The findings underscore the importance of adaptive leadership in navigating dynamic environments, enhancing employee psychological empowerment, boosting self-efficacy, and building resilience to promote innovative and proactive workplace behaviors. The study delivers both theoretical and practical insights for public sector organizations by outlining strategies for developing leadership models that boost organizational achievement during situations of organizational change. Recommendations for future research are also presented to extend the understanding of adaptive leadership and its impact in various organizational contexts.

Moving From Training Needs Assessment (TNA) To Learning Needs Analysis (LNA): Learning Model for Hi-Tech Organizations and Their Regulatory Authorities

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Training needs assessment (TNA) is a traditional methodology for assessing the training requirements of individuals and comparing them with existing competencies. However, this methodology does not cater to future competence needs of the organization. In the present competitive and dynamic environment, there is an epic need for organizations to identify future competence needs well before time and develop their workforce to cope with future challenges. That's why TNA methodology is being replaced by Learning Needs Analysis (LNA). It is the procedure for determining what competencies workers must acquire in order to function well in their present or future positions. Usually, it entails determining the gap between present capabilities and intended performance levels, matching those needs with organizational

objectives, and then creating focused learning interventions to close that gap. Any Learning & Development (L&D) strategy must include LNAs to guarantee that training is impactful, relevant, and targeted. Because it offers a methodical way to determine which learning activities are actually required, learning needs analysis is essential to L&D. L&D specialists may create efficient programs that meet the actual needs of the company and its workers by knowing the precise areas that call for improvement. This paper provides a learning model for hi-tech organizations and their regulatory authorities, LNA implementation methodology, and linkages with L&D interventions.

Keywords: Training Needs Assessment, Learning Needs Analysis (LNA), Competency Development, Learning & Development, Hi-Tech Organizations, Regulatory Authorities.

Role of HR, Managerial and Leadership Practices in China's Unprecedented Growth: Lessons for Pakistan

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Since the launch of the reform and opening-up policy in 1978, China has lifted over 800 million people out of poverty and became a second world economy. This miraculous growth is due to best HR, Managerial and Leadership practices adopted by Chinese leaders. However, one key element was the adaptation of the Western economic model with Chinese characteristics to suit its unique needs and circumstances through a combination of state-led development and market-oriented reforms. By adopting China's HR, managerial, and leadership practices and tailoring them with respect to Pakistani culture, there is huge potential that Pakistan can develop its economic system and can ensure sustainable development and global competitiveness. This paper highlights China's HR, managerial and leadership practices adopted since 1978 and provides key insight, how we can implement them in Pakistan.

Keywords: Human Resource Practices, Managerial Practices, Leadership Practices, Economic Growth, State-Led Development, Market-Oriented Reforms.

Driving Sustainability in Higher Education: The Mediating Role of Perceived Green Organizational Support in Green HRM and Employee Behaviors

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This study examines the effects of Green Human Resource Management (GHRM) on employees' in-role, extra-role, and green innovative work behavior (GIWB), with a focus on the mediating role of Perceived Green Organizational Support (PGOS). Data was collected from 107 employees working in higher education organizations through a self-administered questionnaire. Partial least squares-structural equation modeling (PLS-SEM) was employed as the primary statistical technique to test the study's hypotheses. The results suggest that GHRM was a significant predictor of employee in-role green behavior, extra-role green behavior, and GIWB. Furthermore, PGOS serves as a significant intervening mechanism that explains these relationships. The results also provide useful insights for higher education policymakers on how implementing GHRM practices can enhance employees' green outcomes. This study is novel for several reasons. Firstly, it contributes to the general literature of GHRM. Second, it

contributes to the limited body of knowledge on GHRM in the context of higher education. Third, the distinct contribution of this study is the introduction of GIWB as an outcome of GHRM, and PGOS as a mediating variable in the relationship between GHRM and employee green behaviors.

A Comparative Analysis of Tools & Techniques for Knowledge Management (KM) Implementation in Pakistani Public & Private Sector Organizations

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Knowledge management is a systematic mechanism of organizing knowledge of an organization. It involves systematically capturing, distributing, and effectively using knowledge to improve performance, facilitate learning, and foster innovation. To assess the level of KM implementation and practices, first, a literature review was carried out and based on that review, quantitative and qualitative research methodologies were used to identify KM implementation and use of KM tools and techniques in Pakistani public and private sector organizations. From research, it was observed that KM implementation is at an intermediate level in Pakistani organizations. There is a need to focus on some critical tools and techniques, specifically computer-based tools. The research was limited to 47 organizations and 145 respondents from different organizations. Since the research was focused on respondents working in different organizations of Pakistan, hence the results are applicable to all types of organizations and even these can be applied equally to other Asian countries.

Travel Burnout? Does Commuting Stress Matter? Examining the Impact of Commuting Stress on Turnover Intention: The Role of Job Satisfaction As a Mediator and Work-Life Balance as a Moderator

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The purpose of this research is to examine the relationship between commuting stress and turnover intention, with job satisfaction as a mediator and work-life balance as a moderator. The study design was cross-sectional, and a well-organized questionnaire was used to collect data from 100 respondents with defined inclusion and exclusion criteria. Informed consent was taken from all respondents. The relative strength of the relationship between commuting stress and turnover intention was analyzed using SPSS version 22. The results showed a positive impact of commuting stress on turnover intention at p-value 0.0003**. However, the mediating role of job satisfaction was not supported, and the correlation was not found significant. The moderating role of work-life balance was supported at p-value 0.0230*, suggesting that this relationship could be positive in the presence of work-life balance. Additionally, a significant negative relationship was found between job satisfaction and turnover intention. It is recommended that business organizations implement various support programs, transportation

facilities, and flexible work schedules to mitigate the negative effects of commuting, reimburse commuting expenses, and promote work-life balance and job satisfaction. The limitations of this study include a small sample size and time constraints. Additionally, other factors such as sleep, environmental conditions, and seasonal influences should be considered when assessing the relationship between commuting stress and turnover intention.

Keywords: Job Satisfaction, Commuting Stress, Work-Life Balance, SPSS, Turnover Intention.

Understanding Teacher Responses to Machiavellian Leadership: The Role of Ego Depletion and Traditionality

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This study investigates the effect of Machiavellian leadership on Pakistani college teachers' withdrawal and helping behaviors through ego depletion, moderated by traditionality. It utilized a three-waved, time-lagged survey design, surveying 530 teachers and 58 supervisors, which formed 370 dyads, across 11 Pakistani colleges. The PROCESS macro on SPSS was used for hypothesis testing. Machiavellian leadership was found to have an indirect effect on teachers' behaviors, increasing withdrawal behaviors and decreasing helping behaviors through the mediating role of ego depletion. Moreover, traditionality moderated this relationship, amplifying the negative impact of Machiavellian leadership on ego depletion and, subsequently, teacher behavior, but only at higher levels of traditionality. This study pioneers the application of ego depletion theory to Machiavellian leadership in the collegiate context, shedding new light on the psychological mechanisms and cultural factors driving adverse employee outcomes. The study advocates for institutional reforms, leadership training, stress management initiatives, and culturally sensitive interventions tailored to Pakistani colleges to address the detrimental impacts of Machiavellian leadership. The perpetuation of Machiavellian leadership in the education sector poses significant risks to students, teachers, families, and communities, underscoring the imperative for ethical leadership that promotes integrity, respect, and well-being. This study's limitations highlight opportunities for future research, including the need for mixed-methods designs, examination of additional dark leadership styles, and consideration of alternative mediators and theoretical frameworks.

Keywords: Machiavellian Leadership, Traditionality, Ego Depletion, Work Withdrawal, Helping Behavior, Pakistan, Supervisor–Teacher Relationship.

From Cubicles to Cozy Corners: Examining How Managerial Support, Technological Infrastructure, and Work-Family Balance, Mediated by Work Arrangement Type, Shape Turnover Intentions in Pakistani Organizations

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Shah Abdul Latif University, Khairpur

This study examines how Managerial Support, Technological Infrastructure, and Work-Family Balance mediated by Work Arrangement Type influencing Turnover Intentions among operational-level employees in leading Pakistani banks. This research adopted a positivist perspective and employing a quantitative, cross-sectional design, data were collected from 384

banking professionals in Karachi through structured questionnaires using Cochran's formula (for a 95% confidence level and ±5% margin of error). The dataset was analyzed using Partial Least Squares Structural Equation Modelling (PLS-SEM) in SMART PLS 4. The results reveal significant and positive direct effects of Managerial Support, Technological Infrastructure, and Work-Family Balance on Turnover Intentions, explaining 57% of the variance in employees' inclination to leave. Work Arrangement Type (remote, hybrid, or on-site) demonstrates a partial mediating role, such that higher support, robust IT resources, and greater work-family harmony led employees to adopt more flexible work setups that leads to reducing their turnover intentions. Path coefficients further indicate that Managerial Support exerts the strongest impact ($\beta = 0.35$, $p < 0.001$), followed by Technological Infrastructure ($\beta = 0.29$, $p < 0.01$) and Work-Family Balance ($\beta = 0.27$, $p < 0.01$). These findings illustrated the critical importance of empathetic leadership, reliable technology, and supportive family policies in mitigating employees' desire to exit. This research highlighted the direct and indirect effects of these variables, along with that the study offers evidence-based insights for banks and other financial institutions to design and refine remote/hybrid work strategies. This research contributes to the growing discourse on the future of work in emerging markets, demonstrating that well-structured flexible arrangements, backed by robust organizational practices, can effectively reduce turnover intentions in Pakistan's dynamic banking sector.

Keywords: Managerial Support, Technological Infrastructure, Work-Family Balance, Work Arrangement Type, Turnover Intentions, Banking Sector in Pakistan.

The Role of Participatory Leadership in Fostering Readiness to Change: A Study of Human Relations Climate and Perceived Organizational Support in Pakistan's Telecom Sector

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This study explores the relationship between Human Relations Climate, Perceived Organizational Support, and Readiness to Change, with Participatory Leadership acting as a mediator in the telecom sector of Pakistan. The research is grounded in Social Exchange Theory, which suggests that employees' attitudes and behaviors, including their readiness to embrace change, are influenced by perceived organizational support and the quality of relationships in the workplace. Human Relations Climate is defined as the overall quality of interpersonal interactions, communication, and trust within the organization, while Perceived Organizational Support refers to employees' belief that the organization values their contributions. Readiness to Change is understood as the willingness and capability of employees to adapt to organizational changes. Participatory Leadership, characterized by inclusive decision-making processes and shared power, is hypothesized to mediate the impact of Perceived Organizational Support on Readiness to Change. The significance of this study lies in its contribution to the telecom sector in Pakistan, an industry facing increasing pressure for innovation and transformation. Despite the sector's critical role in the country's economy, employee readiness to change remains underexplored, particularly in the context of how Human Relations Climate and Perceived Organizational Support influence this readiness. By addressing this gap, the study provides insights into how participatory leadership practices can foster a culture of change acceptance, ultimately enhancing organizational performance. Furthermore, this research fills the void in literature regarding the specific impact of Human Relations Climate and Perceived Organizational Support in a Pakistani organizational context, offering a novel perspective on organizational change in the telecom industry. The study

employs a quantitative research methodology with a cross-sectional design. Data was collected using structured surveys from employees (excluding leaders) working in the telecom sector of Rawalpindi and Islamabad, Pakistan. A total of 157 valid responses were obtained, and purposive sampling was used to select the sample. The study utilized SPSS for statistical analysis to examine the relationships between the variables, and the mediation effect of Participatory Leadership was checked by using Macro hay's model. The findings are expected to offer practical recommendations for telecom companies in Pakistan to develop strategies that foster a supportive environment conducive to organizational change, thus driving innovation and growth.

Keywords: Participatory Leadership, Human Relations Climate, Perceived Organizational Support, Readiness to Change, Social Exchange theory, System Thinking.

Analytics of Human Recourse Practices on Employee Performance with the Intermediating Role of Organizational Culture: A Study of Commercial Banks in Sindh

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This research intends to analyze the outcome of organizational culture as mediator and human resource (HR) policies on operative performance of employees in commercial banks in Sindh, Pakistan through human resource strategies adapted in Banking sector business, Using a quantitative methodology, the study compiles survey information from a convenience sample of bank personnel. Closed ended questionnaires used and analysis through the questions on HR procedures, business culture, and employee performance are included in the survey tool. The main results focus on descriptive statistics and empirical analysis used Smart-PLS software and MATLAB for scientific analysis are used to test. Total questioner distributed 307and received 280 questioner analysis data and hypotheses formulated via structural equation modeling via path coefficient analysis is used to assess the association among HR observes and performance. The study's conclusions will shed light into the impression of HR practices on performance of workers, as well as the effectiveness of the current HR procedures in the banking business. The findings show that corporate culture is a key mediator in the link between HR practices and employee performance. These findings also suggest that banks should invest in developing a strong organizational culture in order to maximize the effectiveness of HR practices. Furthermore, study recommended that organizations should strive to create a culture of trust and collaboration between the employees along with organizations should strive to create an organizational culture that encourages employees to perform at their best and the organization and there should also ensure that there is a clear line of communication between the various stakeholder's employees are properly informed and able to understand their role in the organization adopt new HR strategies for inclusivity and diversity.

Keywords: HR Practices, Organizational Culture, Employee Performance, Commercial Banks Sindh, HR Analytics.

When Bosses Scroll, Employees Withdraw: Impact of Supervisor Phubbing on Negative Work Outcomes and Relatedness with a Mediating Role of Organization Based Self Esteem

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The practice of supervisors prioritizing their cellphones over employee communication has become a serious yet overlooked problem in the organizations. With Organization based self-esteem as a mediator, this study which is based on Affective Event Theory (AET) explores how supervisor phubbing affects employee's sense of relatedness and counterproductive work behaviors (CWB). The research focuses on the insurance sector, where interpersonal relationships play a crucial role in employee engagement and performance. At the managerial level, the findings highlight the importance of digitally mindful leadership. Organizations must train supervisors to engage in active listening and face-to-face communication to enhance workplace relationships and prevent disengagement. From an academic perspective, this study extends workplace incivility literature by demonstrating how phubbing, through AET, leads to emotional detachment and behavioral consequences. It also establishes OBSE as a mediator, showing that employees experiencing supervisor phubbing have lower self-esteem and are more likely to engage in counterproductive behaviors. On an individual level, employees who feel ignored by their supervisors may experience reduced motivation, workplace dissatisfaction, and emotional withdrawal. Cultivating a strong sense of self-worth through recognition and empowerment can help mitigate these effects. Organizations should implement digital etiquette policy, guidelines for device usage, training and development while fostering a culture of attentiveness and mutual respect. Addressing supervisor phubbing at multiple levels can enhance workplace relationships, reduce counterproductive behaviors, and improve overall employee well-being.

Keywords: Supervisor Phubbing, Relatedness, Counterproductive Work Behavior, Organization-Based Self-Esteem, Affective Events Theory, Workplace Incivility.

Impact of HR strategies on Inclusivity and Diversity of Banking Culture: A Study of Public private Banks of Sindh Pakistan

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Essential factors of inclusion and diversity shaping modernize work-place, influence employee's engagement as well as organization's performances and whole businesses sustain abilities. This research exploring the strategies of HR for inclusively and diversity implemented in public private banking sector of Pakistan's Sindh province. It examines the banking development and implementation up to polices promoting an inclusivity at work environmental, recruitments have focused, development of leadership and culture workplace. The questionnaire developed and 300 questionnaires were distributed among public private banking operate in Sindh Pakistan. 244 were collected properly and suitable for analyze through SPSS and Smart PLS. the research study highlight key findings such as bias of un-conscious, disparity of gender, and change in resistance, A relative analysis approaches influence and culture of private and Public banks in Sindh . research's empirical and case study provides HR professional. The outcome recommend the important strategy toward rule expert as well as the system, those were regulated this policy into improving these inner capital

like a banking culture and advancing policies which inclusive in banking sector of Sindh Pakistan. Future direction provides guidance for further research in same sector with other's provinces data and countries of developing countries.

Keywords: Human Resource Strategies, Public and Private Banks, Banking Culture's Diversity, Leadership Workforce.

An Examination of Teachers' Perception about Bullying at Workplace in Pakistani Universities

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The research study was conducted to find out the work place bullying at universities. Major objectives of the study were to determine prevalence of workplace bullying between teachers in universities, to identify various forms of workplace bullying experienced by teachers in universities and to explore consequences of workplace bullying on the well-being of teachers, as well as its impact on job satisfaction and performance. To achieve these objectives, quantitative method was used for research designs and used descriptive survey design.150 teachers (75 male &75 female) were selected for data collection. Self-structured questionnaire was administered to teachers, focusing on understanding the causes of the workplace bullying. The consequences of workplace bullying can also turn physical health challenges, job satisfaction and performance and increase in regular behavior. Recommended to provide concrete policy suggestions for universities to prevent and address workplace bullying, such as establishing clear reporting mechanisms, training programs, and consequences for perpetrators.

Keywords: Education, Teacher Perception, Workplace Bullying, University.

Exploring the Mediating Role of Job Satisfaction in the Relationship between Employee Engagement, Employee Motivation, Value Creation, and Corporate Social Responsibility

Maha Asghar, Asrar Ahmed Sabir, Iqra Ashraf & Muhammad Saeed

This study explores the impact of Corporate Social Responsibility (CSR) on employee engagement, employee motivation and job satisfaction of employees in medium-sized enterprises. In an environment where financial issues are prevalent, it helps to clarify the role of corporate social responsibility in employee interactions. This study investigate the comparatively unexplored aspects of employee engagement related to corporate social responsibility, with a small sample size and context specific results that make it difficult to extrapolate to other areas or businesses. There are two main holes that are addressed: the paucity of research on integrating CSR into SMEs and the lack of useful insights into CSR implementation attributes. Understanding the communication stages of this process and how SMEs may successfully incorporate CSR initiatives into their operations is lacking. Few studies have examined the effects of corporate social responsibility (CSR) on a variety of stakeholders, such as customers, employees, the community, the government, and the environment. It investigate how workers' views of corporate social responsibility influence their engagement and to create a framework for moderated mediation that explains this link. Developing a conceptual model for value creation, CSR implementation, and employee engagement in SMEs is the goal of this article. Through a staged approach, it aims to investigate how CSR is

incorporated into SMEs and develop frameworks that policymakers may utilize to enhance CSR implementation. The study also seeks to comprehend how employee engagement contributes to effective CSR attributes. The study evaluates job satisfaction, motivation, and employee engagement by using a quantitative methodology. Using surveys or other comparable data collection techniques, it examines the connection between CSR and employee behavior while contrasting the outcomes of the businesses. Employee engagement is improved by substantive CSR perceptions, but symbolic CSR lowers involvement and fosters skepticism. Community values and CSR attribution are powerful predictors of CSR engagement. Employee engagement and organizational identification are positively impacted by CSR actions toward the government, community, environment, and employees. While CSR toward customers has no discernible impact, organizational identity completely mediates the effects of CSR on engagement. Companies should concentrate on sincere, significant CSR initiatives that are in line with worker values in order to increase participation and reduce cynicism, which will ultimately improve their performance and reputation. Employee involvement should be strategically promoted through CSR activities. CSR can improve employee satisfaction and engagement, even during hard economic times. It pushes businesses to think on CSR attributes while developing employee performance. Future studies ought to examine the long-term effects of corporate social responsibility (CSR), particularly during economic downturns, as well as how CSR may influence other performance facets like innovation.

Keywords: Corporate Social Responsibility (CSR), Employee Engagement, Employee Motivation, Job Satisfaction, Stakeholders, Customers, Value Creation.

The Link between Green Human Resource Management Practices and its Impact on Environmental and Organizational Performance: A Systematic Literature Review

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The improvement of employees' abilities and skills in practicing GHRM practices depends on the desire and personal motivation to take full advantage of training, teamwork, and assessment of environmental goals, non-financial rewards, and organizational performance. Successful implementation of GHRM practices requires employee skills, greater employee involvement, and the arrival of a new workforce capable of sustaining the company's economic, social, and environmental sustainability. This study highlighted that the strategy for implementing GHRM Practices involves various HR functions such as recruitment, induction, training, and development, conducting performance evaluations, and determining employee compensation. This study was intended to explore the impact of green HRM on environmental performance and it also identified essential components of the practice of green HRM by adopting a narrative literature review. This study adopted the systematic literature review and in-depth interviews from the oil marketing company of Pakistan to create reliable sources for knowledge-based methods. The results of the study emphasized that the impact of implementing GHRM practices on the company can increase the positive behavior of employees, namely concern for the company's environment. The practice of GHRM was the development of work in the HR sector that supports environmentally friendly and sustainable development.

Keywords: Green HRM Practices, Organizational Performance, Environmental Performance, Organization Culture.

The Impact of Green Innovation on Green Human Resource Management Practices and Organismic Integration Theory: A Study of Bank Sectors in Pakistan

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Green HRM denotes human resource practices that incorporate environmental considerations into conventional HR functions, including recruitment, training, and performance management. A total of 200 questionnaires were distributed to the target population using a simple random sampling technique, of which 80 were deemed suitable for analysis and interpretation. Data analyzed and interpreted using SPSS to assess the survey response rate, demographic profile of respondents, and Cronbach's alpha (CBA). Data analysis and interpretation revealed that all relationships, including external motivation, identified motivation, intrinsic motivation, interjected motivation, organizational performance, the adoption of green HRM practices, and green innovation, were positive and significant. Nonetheless, the scope of current research was limited and could be broadened to encompass additional banking sectors in Pakistan.

Keywords: Green Innovation, Green HRM, Organismic Integration, Banking Sector, Motivation, Organizational Performance.

Building Sustainable Organizations: Examining Perceived Organizational Support as a Mediator between Employee Perception, Ethical Leadership, and Organizational Sustainability Performance

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Organizations are under increasing pressure to adopt sustainable and ethical leadership in the complex and highly competitive business environment. It plays a vital role in securing organizational growth and long-term success. Organizations worldwide recognize that leadership must go beyond traditional performance indicators to ethical responsibility and long-term sustainability. This study investigates the role of Human Resources (HR) in promoting ethical and sustainable leadership by integrating strategic HR practices, leadership development frameworks, and corporate sustainability principles. While there has been extensive research on sustainable leadership, a notable gap exists in understanding how power stress, team performance, ethical leadership, and organizational competitiveness collectively influence sustainable leadership, shaping visionary HR leaders and impacting sustainable development performance. This research seeks to fill that gap by examining HR's role in developing sustainable leaders through strategic interventions that reduce power stress, boost team performance, promote ethical leadership, and enhance organizational competitiveness, leading to improved business performance. The study explores the impact of HR leadership development programs on sustainable development practices, emphasizing the mediating role of ethical leadership. Specifically, it evaluates how power-related stress affects sustainable leadership effectiveness, the influence of team performance on sustainability-focused leadership, ethical leadership's role in aligning HR policies with long-term sustainability objectives, and how organizational competitiveness drives sustainable leadership. Using a quantitative research design, data will be collected from HR experts and leadership figures across diverse organizations. Structural Equation Modeling (SEM) will analyze direct and indirect effects among the variables. Findings indicate that HR practices significantly reduce

power stress through leadership support systems, enhancing ethical leadership qualities. Team performance strengthens sustainability-oriented strategies, ensuring the long-term feasibility of sustainable leadership models. Ethical leadership acts as a crucial mediator in transforming HR interventions into sustainability outcomes. Organizational competitiveness further supports leadership and sustainability outcomes, fostering visionary leaders and long-term organizational sustainability.

Keywords: Ethical Leadership, Sustainable Development Performance, Organizational Competitiveness, Sustainable Leadership.

Enhance Top Manager and Leadership Performance with Artificial Intelligence

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Over time, the use of artificial intelligence (AI) to improve leadership and upper management has changed dramatically. AI had little strategic relevance in its early days and was mostly used to automate administrative jobs and simple data processing. AI is revolutionizing leadership today by empowering leaders to use real-time decision-making, predictive analytics, and customized leadership development. Through sentiment analysis and natural language processing (NLP), contemporary AI tools enable executives to foresee trends, analyze large datasets, and promote inclusive workplace cultures. There are still gaps, nevertheless, such as reluctance to embrace AI, moral dilemmas, and a lack of leadership training to fully utilize AI's potential. Examining the value of AI in leadership, pointing out differences between traditional and contemporary approaches, and suggesting strategies for successful AI integration are the goals of this conversation. The transition from task automation to strategic foresight is highlighted by key findings, and the implications stress the necessity. Organizations may fully realize AI's potential to promote creativity, adaptability, and long-term growth in leadership practices by tackling these issues. AI integration in management and leadership is becoming a key factor in the success of organizations. It helps leaders efficiently traverse complicated business contexts by fostering creativity, increasing efficiency, and improving decision-making.

Keywords: Task Automation, Ethical Concerns, AI Adoption, Leadership Training, Workplace Culture, Sustainable Growth, Organizational Success.

A Strategic Approach to Talent Management: The Role of Employee Performance and Organizational Sustainability

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In a rapidly evolving business era, aligning Talent strategies with sustainability goals is essential for enhancing employee motivation, driving innovation, and ensuring long-term organizational success. The research highlights the critical need for integrating Talent Management practices with sustainability initiatives to build resilient and socially responsible organizations. This study explores the impact of Talent Management on Employee Engagement focusing on the role of organizational Sustainability. This study investigates the role of talent management practices on organizational sustainability and employee engagement.

Talent Management can have a big impact on both individual and organizational output, particularly in learning organizations that transform new ideas into better performance, where employees regularly try to learn new skills and technologies. Earlier HR strategies paid little attention to environmental considerations in favor of routine functions. By examining the relationship between environmental consciousness and practices, this study closes gaps in the increased interest in sustainability and improves engagement and sustainability outcomes. The study relied on secondary data collection, focusing on existing literature that explores the relationships among all the variables. The qualitative research design adopted in this study allows for an in-depth exploration of the complex relationships between the variables within the context of Sustainability and performance. Talent Management practices enhance organizational sustainability and employee engagement with environment consciousness playing a key role. It highlights the role of human resource practices in developing sustainability through Sustainable initiatives. According to the results, talent management practices enhance sustainability and employee engagement, with environmental consciousness is an important factor to enhance organizational growth through employee's engagement and organizational sustainability. In addition to increasing awareness about sustainable HR practices, the study provides HR teams with useful insights.

Keywords: Talent Management, Organizational Sustainability, Employee Engagement.

A Curvilinear Analysis of Ethical Climates and Work Outcomes: A Comparative Study of Canada and Pakistan

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This study explores the impact of ethical climates (caring, rules, law and code, instrumental and independence) on employee outcomes, proposing that the relationship is not merely linear but potentially curvilinear, reflecting varying degrees of climate intensity. It also examines how cultural contexts in Canada and Pakistan influence these relationships. By integrating both ethical climate typologies—caring, rules, law and code, instrumental, and independence—and cultural dimensions, this research offers a comprehensive analysis of how ethical climates affect job stress, performance, creativity, and compassion across different national settings.

Keywords: Ethical Climates, Culture, Attitudes, Behaviors, Canada, Pakistan

The Culture Code: Decoding Corporate Anthropology for Better Governance and Decision-Making

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Corporate culture profoundly influences business decision-making, governance structures, and overall organizational success. This study explores corporate culture through an anthropological lens, drawing on Edgar Schein's organizational culture model, Pierre Bourdieu's theory of habitus, and Geert Hofstede's cultural dimensions theory to analyse how shared values, rituals, and power dynamics shape corporate governance. By applying these frameworks, the research seeks to understand how cultural norms within organizations impact leadership styles, ethical decision-making, and long-term sustainability. The study employs a

qualitative research methodology, incorporating ethnographic fieldwork, semi-structured interviews, and participant observations within corporate environments. Using Schein's three-level model of culture (artifacts, espoused values, and underlying assumptions), the research examines how implicit cultural elements influence explicit business strategies. Additionally, Hofstede's dimensions (e.g., power distance, individualism vs. collectivism) provide insights into how multinational corporations navigate governance challenges in diverse cultural settings. Preliminary findings suggest that corporations with adaptive and inclusive cultures exhibit higher employee engagement, ethical governance, and innovative decision-making, while rigid or hierarchical cultures often face governance failures and ethical dilemmas. The study highlights the importance of cultural capital (Bourdieu) in shaping leadership effectiveness and decision-making autonomy. This research is significant for business leaders, HR professionals, and policymakers, offering a deeper understanding of corporate culture's role in governance. By integrating anthropological theory into corporate strategy, organizations can cultivate resilient, ethical, and innovation-driven cultures, enhancing long-term business sustainability.

Keywords: Corporate Culture, Organizational Anthropology, Edgar Schein, Pierre Bourdieu, Geert Hofstede, Business Governance, Ethnography.

The Impact of High Involvement Work Practice on Employee Performance and the Mediating Role of Employee Engagement

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This study investigates the influence of High Involvement Work Practices (HIWPs) on employee performance, not in isolation, but by taking the mediating role of employee engagement. Utilizing quantitative research design, the research employed correlation, and regression to validate the hypotheses by understanding the direct, total, and indirect effects of HIWPs on performance outcomes. A purposive sampling technique were applied and data is gathered through structured questionnaires, capturing information on HIWPs, employee engagement levels, and performance indicators. The analysis revealed a positive reciprocal relationship between HIWPs, employee engagement, and performance, thus supporting the notion that higher engagement levels mediate the impact of HIWPs on employee performance. However, the study acknowledges limitations related to its cross-sectional design and reliance on self-reported measures, which may introduce biases. Future research is encouraged to adopt longitudinal methodologies to further expand the understanding of HIWPs and their long-term effects on both employee and organizational performance. This study contributes to the existing literature by providing empirical evidence on the significance of HIWPs, emphasizing their potential to improve employee engagement and performance outcomes, while also highlighting the need for careful implementation to avoid the risk of employee burnout in high-demand settings.

Keywords: High Involvement Work Practices, Employee Performance, Employee Engagement, Organizational Performance, Quantitative Research.

Islamic Model of Human Resource Management: Evaluating Human Resource Management Framework from Islamic Perspective

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The study of Human Resource Management (HRM) in the context of Islamic philosophy has gained traction especially in the last two decades. This paper aims to assess the HRM purpose, processes and practices in the light of Islamic doctrine to eventually present an Islamic model of HRM that is hinged upon Islamic principles and values. The postulated model offers a unique perspective by incorporating both contemporary and spiritual dimensions to HRM framework in order to provide a holistic outlook to the study of Islamic Human Resource Management (IHRM). The proposed model named The "AF Islamic HRM Model" is driven by two key Islamic concepts of *Adl* (justice) and *Falah* (wellbeing or success), where *Adl* represents an essential underlying element for all HRM processes as per the proposed IHRM model and the conception of *Falah* implies an ultimate reward or success in this world as well as in the world hereafter, as perceived from the Islamic belief system. The paper entails a qualitative research approach by evaluating the existing HRM models as well as analyzing the already available literature regarding Islamic perspective to the HRM theory to ultimately posit a model which contributes value to the existing knowledge base of Islamic HRM. There is not much research regarding the application of Islamic ideology to various facets of HRM and this study endeavors to address this research gap by proposing an IHRM model which consolidates both the contemporary HRM philosophy as well as the Islamic tenets and guidelines, encompassing diverse aspects of both religion and worldly life by providing insights about the conventional HRM body of knowledge with a touch of ethics and spirituality.

Keywords: Islamic Human Resource Management, Human Resource Management Models, HRM Practices, Islamic Perspective, HR Processes.

The Socio-Economic Consequences of Gendered Bullying on Female Professionals in District Faisalabad

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In this research, we will explore the complex issue of gender-based harassment in offices and its impact on women's professional growth. This research will focus on both immediate and long-term consequences of gender-based torment in the workplace. We will particularly focus on how often such instances occur and how they affect females in various aspects like job fulfillment, ability to concentrate at work, career advancement, and overall work performance. Moreover, we will interrogate how females are denied salary increment, promotions, and administration opportunities as a result of workplace harassment. Objectives of this study are to discover the psychological and emotional effects of workplace harassment on females and how it affects their self-perception, inspiration, creativity, and job advancement. On a general level, our research concentrated on the frequency and extent of gender-based harassment and its influence on career advancement. Our study scrutinized how the administration can play a role in the prevalence and intensity of these incidents, and how we can develop techniques to diminish the occurrence and severity of workplace harassment against females. This research also acknowledged how factors like ethnicity, social and economic status, and nationality are interconnected with gender-based harassment in workplaces. This cross-sectional study used

intentional sampling. We questioned 300 employed females using a standardized questionnaire. The collected data was analyzed and recapitulated. All participants were informed that their identities would remain anonymous, to encourage participation and honesty. The whole process of data collection was carried out ethically. In conclusion, our study found that the literacy level and age of a female are unimportant factors in incidents of workplace harassment. Each participant had a different experience with gender-based harassment, indicating a lack of support for females in the professional environment and a deficiency of administrative measures to prevent such incidents in offices. Therefore, we concluded that the literacy level and age of a female did not play a crucial role in her experience of gender-based harassment in professional environment. Almost all our participants had a unique and diverse experience with workplace bullying, which highlights a need for specific and targeted interference and actions that support females in a toxic workplace. All companies should improve their gender sensitivity training and develop a support system to manage gender-based harassment efficiently. Organizations should make certain that all their workers feel secure and confident in informing about such occurrences.

Keywords: Gender-Based Harassment, Workplace Bullying, Career Advancement, Psychological Impact, Administrative Measures, Gender Sensitivity Training.

Abusive Supervision and Employee Burnout: An Empirical Evidence from Pakistani Cultural

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Examining the connection between abusive supervision and employee burnout is the focus of this study. Grounded in the Conservation of Resources theory, the research hypothesizes that subordinates facing abusive supervision experience resource depletion through emotional labor, leading to increased burnout. An online survey conducted among employees in various industries in Pakistan revealed a strong affirmative correlation between abusive supervision and burnout. Regression analysis further demonstrated that abusive supervision accounts for 44.3% of the variance in burnout, highlighting the significant toll on employees. The findings extend prior research by demonstrating that abusive supervision to burnout, with consequences extending beyond the workplace into employees' personal lives. Managerial implications suggest that organizations must take proactive measures, such as implementing fair organizational policies, offering employee assistance programs, and promoting deep acting approaches to decrease the negative impact of abusive supervision. Despite its contributions, the study has limitations, including potential self-reporting biases, limited generalizability due to its regional focus, and the cross-sectional research design. Future research should explore longitudinal studies, cross-cultural comparisons, and organizational interventions to further understand and address the long-term impact of abusive supervision. Additionally, examining interventions such as emotional intelligence training and leadership development programs could provide valuable strategies for mitigating workplace mistreatment. By addressing these areas, organizations can foster a healthier work environment and reduce the long-term consequences of abusive supervision.

Keywords: Abusive Supervision, Employee Burnout, Emotional Labor, COR Theory.

Role of HR in the Transforming Workplace

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Using a mixed-methods approach to analyze a combination of qualitative and quantitative data, the research identifies key HR strategies, practices, and frameworks that are essential for facilitating successful organizational change. The study reveals that HR plays a critical role in multiple aspects of organizational transformation, including talent management, leadership development, and effective change management processes. The rapidly changing workplace is increasingly characterized by technological advancements, evolving workforce demographics, and shifting business models, all of which require proactive and strategic interventions from Human Resources (HR) to ensure organizational success and adaptability According to the findings, HR plays a key role in promoting both short-term adaptation and long-term success by strategically aligning with business objectives, fostering a culture of continuous learning, and ensuring smooth communication at all organizational levels. The study underscores the importance of a forward-thinking HR function that not only manages change but also actively propels it through innovation and strategic foresight, with noteworthy ramifications for HR practitioners and organizational leaders. This thorough examination of HR's transformational role offers insightful information about how HR might spur change in a disruptive age.

Keywords: Organizational Transformation, Talent Management, Change Management, Strategic HR Interventions, Workforce Demographics, Organizational Development.

Influence of Green Human Resource Practices on Environment Sustainability of Cement Industry in Pakistan

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Global environmental challenges have driven organizations to adopt sustainable business practices. Green Human Resource Management (GHRM) has emerged as a key strategy to enhance environmental sustainability. This study explores the impact of GHRM practices—specifically green recruitment and selection (GRaS) and green performance management and appraisal (GPA)—on the environmental sustainability of Pakistan's cement industry. Using a quantitative approach, data were collected from 78 managerial-level employees across five leading cement companies. Analysis through SPSS 26 and SmartPLS 3.2.9 confirmed that both GRaS ($\beta = 0.235$, $t = 2.385$, $p < 0.003$) and GPA ($\beta = 0.258$, $t = 3.345$, $p < 0.002$) significantly influence environmental sustainability. These findings highlight the importance of incorporating green criteria into recruitment and performance management processes to foster sustainable operations within the cement sector. The study recommends that industry stakeholders prioritize GHRM practices to meet environmental goals and improve organizational competitiveness.

Keywords: Green Human Resource Management, Green Recruitment, Performance Appraisal, Environmental Sustainability, Cement Industry, Pakistan.

9 to 5, but Not a Minute More: Psychological Entitlement's Impact on Quiet Quitting via Knowledge Hiding and the Role of Employee Voice

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This study aims to investigate the relationships between psychological entitlement, knowledge-hiding behavior and quiet quitting with employee voice in the Pakistani hospitality industry. The study also attempts to explore how these relationships contribute to employee's workplace disengagement by focusing on the moderating effect of employee voice and mediating role of knowledge-hiding. A quantitative research design was used, and structured surveys were distributed to 120 hospitality professionals belonging to hotels in Islamabad. The data was analyzed through regression and correlation analysis to test the relationships between the variables with the hypothesized framework. The results show that psychological entitlement has a significant effect on quiet quitting, mediated by knowledge-hiding behavior. Employees with a higher level of psychological entitlement are more likely to engage in knowledge-hiding behavior that leads to disengagement. The moderating role of employee voice was not found to be statistically significant the relationship between entitlement and quit decisions to be explained further by voice, possibly due to higher culture specific factors such as power distance. The study highlights the importance of addressing entitlement-driven behaviors and fostering workplace transparency and collaboration to mitigate quiet quitting tendencies.

Keywords: Psychological Entitlement, Knowledge-Hiding Behavior, Quiet Quitting, Employee Voice, Workplace Engagement, Hospitality Sector, Social Exchange Theory.

Like a Wrecking Ball: Unpacking the Reasons behind the Glass Cliff for Women in Leadership Positions Across Pakistan

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This study examines the glass cliff phenomenon in Pakistan, which is defined as the situation of appointing women into top positions in failing organizations. The study examines the experience of eight women leaders in the education sector with a qualitative approach. The study finds that societal symbols, gender discrimination, and cultural resistance push women into unstable leadership positions while simultaneously limiting their access to crucial resources for success. The problem is further deepened by the tendency to identify personal errors with larger systemic flaws. Attribution theory, which focuses on the impact of external organizational and cultural factors on these experiences, is the primary approach. Certain theories suggest that reducing these barriers to women entering Pakistan requires institutional adjustments, focused education, and representations of regulations ensuring leadership opportunities based on merit.

Keywords: Glass Cliff, Women Leadership, Gender Discrimination, Cultural Resistance, Attribution Theory, Institutional Barriers.

Gone With the Wind: Factors Contributing to Quiet Quitting Among Employees in Hospitality Industry in Pakistan

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The purpose of this study is to analyze and understand the identified causes that lead to quiet quitting among employees in Pakistan's hospitality industry. It seeks to understand the reasons for employee disengagement and the influence of cultural and organizational dynamics on this behavior. The research utilizes a qualitative phenomenological approach, employing semi-structured interviews with full-time hotel and restaurant employees in Islamabad. This method provides a thorough overview of participants' experiences and perspectives on quiet quitting. Thematic analysis identified several key factors that contribute to quiet quitting, including inadequate compensation, high job demands, lack of recognition, poor work-life balance, and ineffective management practices. These insights emphasize the importance of cultural expectations and specific industry pressures in Pakistan's hospitality sector for quiet quitting behaviors.

Keywords: Quiet Quitting, Quiet, Quit, Employee, Hospitality, Pakistan, Maslow's Theory.

Torn Between Emotions: Aftermath of Emotional Dissonance in Hospitality Employees in Pakistan

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This study aims to investigate the impacts of emotional dissonance in the hospitality industry. Emotional Dissonance is the conflict of emotions between internal feelings and external expression. It majorly focuses on cultural and organizational influences, as well as coping mechanisms and customer aggression. Findings highlight the consequences such as emotional exhaustion, burnout, and diminished job performance, of emotional dissonance, caused by punitive supervision, workplace incivility, customer aggression and lack of support from organization. Thematic analysis was used to identify recurring themes among hospitality employees using semi-structured interviews. Implications and further research recommendations were given to reduce emotional dissonance among hospitality employees.

Keywords: Emotional Dissonance, Culture, Organizational Structure, Punitive Supervision, Workplace Incivility, Customer Aggression and Coping Mechanisms.

Unseen and Unheard: The Employment Struggles of Transgender Workforce in Pakistan

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This study examines the challenges to employment that transgender people encounter in Pakistan, emphasizing institutional impediments, sociocultural limitations, and systemic discrimination. The study intends to evaluate the effectiveness of current employment policies and legal safeguards while examining how social structures contribute to exclusion from the

labor market. The study is guided by the Structural Discrimination Theory, which posits that discrimination against marginalized groups is embedded within societal institutions, laws, and workplace norms, rather than being the result of isolated individual biases. This approach sheds light on the ways in which social exclusion impacts transgender people's ability to find long-term employment. Using a descriptive research design and a phenomenological research approach, the lived experiences of transgender people were documented. Four individuals were chosen for semi- structured interviews using purposeful sampling, enabling a thorough comprehension of economic exclusion and job discrimination. To find recurrent themes pertaining to stigma, lack of educational alternatives, and poor policy execution, the data was subjected to thematic analysis. In order to ensure ethical considerations like informed consent and privacy, the interview process was conducted in a secure and private setting. Findings were categorized using thematic analysis into major themes, such as the role of transgender community leaders (gurus), the impact of education, the failure of support networks, lack of employment inclusion, and prejudice. Due to a lack of legitimate job opportunities, participants stated they were compelled to engage in informal jobs including begging and performance. The report highlights the discrepancy between legal rights and their actualization, advocating for community-driven empowerment projects, inclusive workforce practices, and policy reform.

Keywords: Transgender, Pakistan, Employment, Discrimination, Gender Inequality, Education, Inclusion, Social stigma, Community Empowerment.

The Invisible Weight: A Study of Tele pressure on Full Time University Employees

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Tele pressure is one of the biggest problems in the educational world today as well as in the other sectors of society, it means the constant process of being obliged by technological constraints and the urge to respond to them rapidly. The goal of this paper is to understand the ways in which technological pressure surrounds the employees of university including faculty and staff in various aspects. Phenomenological qualitative research methods are used to take in detailed interviews of university employees 5 faculty members and 2 staff members to explore impact of tele pressure on their personal life, social life, work life balance and productivity. The impacts show the tele pressure causes mental stress, loneliness, depression and physical impacts such as lethargy, tiredness, lack of activity. It also reduces the lines between personal life and professional time, relationships and reduces boundaries between the two. The effective balance between them is disturbed causing imbalance making it difficult to take time off and always carrying an unhinged burden within the long run drastically impacts the employees. The missing element of official conduct and regulations paves a way for employees to manage this pressure on their own some of them can this while others are not. This paper underlines the need for organizations to support their employees in tackling this pressure and devising policies to mitigate it on an organizational level. Enforcing policies to protect employee's well-being suggesting measures such as no contact time prohibiting the employees to contact employees after working hours conducting workshops on digital strategy and improving employee performance. By improving these shortcomings, we can provide a better environment to employees for better teaching and learning and work.

Keywords: Tele Pressure, Work-Life Balance, Mental Stress, Digital Overload, Employee Well-Being, Organizational Policies.

Green Supply Chain Management and HR Practices: A Sustainable Approach to Business Innovation

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As businesses shift toward sustainable and environmentally responsible models, the role of Green Supply Chain Management (GSCM) and Human Resource (HR) practices has become increasingly significant. This research explores how HR strategies, employee engagement, and organizational policies influence the implementation of green supply chain initiatives, ensuring environmental sustainability while maintaining business efficiency. The study highlights the integration of sustainability-focused HR policies, green training programs, and employee-driven eco-innovation in supply chain operations. It also examines how regulatory frameworks, corporate governance, and ethical HR practices contribute to the successful adoption of green logistics, waste reduction strategies, and eco-friendly supplier relationships. By analyzing case studies from multinational corporations and manufacturing industries, this research provides insights into how HR-driven sustainability initiatives can enhance organizational performance and align businesses with global environmental standards (e.g., ISO 14001, UN SDGs). The paper further discusses the challenges faced in implementing green HR policies, particularly in emerging economies, and proposes solutions for fostering a culture of sustainability, ethical leadership, and compliance with environmental regulations. The findings contribute to the broader discourse on sustainable governance, innovation, and corporate responsibility in the modern business landscape.

Keywords: Green Supply Chain, Sustainable HR Practices, Environmental Governance, Corporate Responsibility, Eco-Innovation.

Influence of Inclusive Leadership on Innovative Work Behavior: Mediated by Constructive Deviance and Moderated by Psychological Empowerment

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The aim of the study was threefold; to examine the impact of inclusive leadership on innovative work behavior, to find the mediating role of positive deviance and to explore the moderating role of employee empowerment between inclusive leadership on innovative work behavior. A sample of 300 managers from the telecom industry of Pakistan will be purposively selected. This study maintains that when leaders give a secure environment to employees at the workplace; employees feel secure to take risks and exhibit innovative behavior, which eventually contributes to enhancing employee and organizational performance. This study is based on social exchange theory, which reinforces the positive part of inclusive leadership with innovative work behavior. Moreover, the literature reveals that positive deviance is found to play an important role as a predictor of innovative work behavior. This study will examine how positive deviance provides an indirect path between inclusive leadership and innovative work behavior and will explore the moderating role of employee empowerment in aforementioned relationship. SPSS and AMOS software will be used for data analysis.

Keywords: Inclusive Leadership, Innovative Work Behavior, Constructive Deviance, Psychological Empowerment.

Navigating the Digital Era: How Readiness for Change Shapes Career Related Stress

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In the digital age, technology is primarily implemented to enhance efficiency and productivity. However, its widespread use has also introduced significant stressors in the workplace, particularly affecting employees' careers. This study examines the phenomenon of techno-stress, which arises from the increased reliance on technology in professional settings. The prevalence of technology-related stress in the workplace has grown considerably, particularly in the post-COVID-19 era. The current research relies on the conservation of resources (COR) theory to support the study. It talks about how stressors and exposure to stressors threaten and depletes employee resources and energy reservoirs of employees, which they are trying to build and preserve. This research adopts a behavioral perspective, exploring how technology-induced stress contributes to overall career-related stress and the extent to which readiness for change moderates this relationship. Using purposive and snowball sampling techniques, data were collected from 390 employees who engage with Information and Communication Technology (ICT) in their daily work. The participants were drawn from the telecommunication industry and software houses in Rawalpindi and Islamabad. Following the framework proposed by Nimrod (2018), techno-stress was operationalized into five dimensions measured using 14 items. Career-related stress was conceptualized based on the work of Choi et al. (2011), encompassing four dimensions using 20 items. Finally, readiness for change was assessed using the scale developed by Bouckenooghe, Devos, and Broeck (2009), comprising 9 items. The findings indicate a significant positive relationship between the dimensions of techno-stress and career-related stress. However, when readiness for change is introduced as a moderating variable, the impact of techno-stress on career-related stress is significantly reduced among employees in the telecommunication and software sectors. Based on these results, it is recommended that organizations implement technology stress management training programs to enhance employees' adaptability and mitigate career-related stress associated with technological advancements ultimately resulting in human and institutional capacity development.

Keywords: Techno-Stress, Career-Related Stress, Readiness for Change, Human and Institutional Capacity Development.

The Impact of Paternalistic Leadership on Employee's Creativity with the Mediating Role of Job Satisfaction: Evidence from Telecom Sector of Pakistan

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This study investigated the impact of paternalistic leadership on employee's creativity with the mediating role of job satisfaction. Paternalistic leadership is hypothesized by its three dimensions namely, authoritarian, benevolence and moral character. In the current age of high competition the creativity is very essential to be innovative earlier and competitive later on. The hypothesized model is analyzed in telecom sector of Pakistan. In the study the survey was done through convenience sample of 300 respondents and tool for data collection is

questionnaire. The principal investigator found the positive significant impact of paternalistic leadership on employee's creativity with the partial mediated effect of job satisfaction. Findings of the study highlighted the numerous implications. Firstly, for managers and practitioners in the high competitive environment the study is providing the avenues of competitiveness' by having a paternalistic leadership style in the organization and indulging the satisfaction of employees with their jobs so that creativity is a routine flow in their activities. Secondly, for scholars and researchers, it is opening a new research dimension that paternalistic leadership is a style that firstly satisfy their subordinates and afterward make them a creative employees by providing the data support from telecom sector of Rawalpindi and Islamabad. Finally, it is contributing to the existing literature about the paternalistic leadership style.

Keywords: Paternalistic Leadership, Job Satisfaction, Creativity, Telecom Sector.

Effect of Compensation Strategies on Employee Performance with Mediating Role of Employee Satisfaction: Evidence from the Banking Sector

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Compensation strategies is one of the key activities in human resource management, as it determines the effectiveness and evolution of organizations. Current study investigates the impact of compensation strategies on employee performance, emphasizing the mediating role of employee satisfaction. Compensation strategies, such as salaries, bonuses, and promotion, aims to attract, quality, quantity and effectiveness employees. An independent variable in this study are compensation strategies while dependent variable are employee performance. The employee satisfaction used as a mediator variable. The data will be collected from banking sector of Haripur KPK and sample will be draw through non probability convenience sampling. The data will be analyzed using SPSS 20th version. Current study is positive paradigm, deductive approach, explanatory used quantitative method to measure the result of the study and used primary data will be collected through questionnaires. This study aims to fill gaps in existing literature and provide practical recommendations for HR professionals on designing effective compensation packages that enhance both employee satisfaction and performance.

Keywords: Compensation strategies, Employee performance, Employee Satisfaction, Effectiveness.

Effect of Transformational Leadership on Employee Performance with the Mediating Role of Training and Development; Evidence from medical sector of Pakistan

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Abstract: This study explores the impact of transformational leadership on employee performance, with training and development as a mediating factor, in the medical sector of Pakistan. Transformational leadership, which includes idealized influence, inspirational

motivation, intellectual stimulation and individualized consideration plays an important role in enhancing the employee performance. Using a quantitative research approach, data was collected from 209 medical professionals, including doctors and para-medical staff, through structured questionnaire. Statistical analysis by conducted using SPSS (statistical packages for social sciences) confirmed a significant positive relationship between transformational leadership and employee performance. Furthermore, training and development were found to mediate this relationship, support the importance of continuous professional growth. The findings highlight the need for healthcare institutions to manage transformational leadership characteristics and invest in employee training programs to improve performance. These observations provide valuable implications for hospital administrators, policymakers, and future researchers in human resource management.

Keywords: Transformational Leadership, Employee Performance, Training and Development, Healthcare Sector, Pakistan.

MANAGEMENT

Impact of Communicable Diseases on the Mental Health of Healthcare Workers

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Communicable diseases are infections that are transmitted from one individual to another. Worldwide, developed and developing countries are encountering double burden of communicable diseases. However, the developing countries are more vulnerable and prone due to a number of factors, like geographic, demographic and socio-economic factors. The purpose of the study is to evaluate the impact of communicable diseases on mental health of a healthcare worker. The study was conducted in the hospital staff, including doctors and nurses only from both private and public sector, which were directly involved in patient care specifically those patients who have diagnosed with a communicable disease. Using a structured questionnaire socio-demographic, behavioral and health-related variables was designed. Random sample size of almost 102 people was selected which included the healthcare workers directly dealing with communicable diseases, specifically doctors and nurses from private and public sector hospitals. The hypothetical-deductive method was used to analyze the data collected to conclude the study. The data was entered in SPSS. The results indicates that working in an environment of communicable disease have negative impact on mental health of a healthcare worker.

Keywords: Hygienic Work Environment, Staff Satisfaction, Communicable Diseases, Mental Health.

The Role of Neuro-Linguistic Programming in Enhancing Adaptive Business Strategies for Sustainable Growth

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In an era of rapid technological advancements and market uncertainties, businesses must adopt adaptive strategies to ensure sustainable growth. Neuro-Linguistic Programming (NLP), a psychological and communication-based approach, has emerged as a powerful tool for enhancing leadership, decision-making and strategic adaptability. This research explores the role of NLP in developing adaptive business strategies that foster innovation, resilience and long-term sustainability. It examines how NLP techniques such as reframing, anchoring and persuasive communication can improve organizational agility, leadership effectiveness and stakeholder engagement. Through a combination of qualitative case studies and quantitative analysis, this study assesses the impact of NLP driven approaches on business adaptability and performance. The findings highlight how NLP can enhance cognitive flexibility, emotional intelligence and strategic communication, enabling businesses to navigate uncertainty, drive innovation and maintain a competitive edge. Additionally, ethical considerations and best practices for integrating NLP into corporate governance are discussed. This research provides valuable insights for business leaders, policymakers and researchers seeking to leverage NLP as a transformative tool for sustainable business growth.

Transition from Inorganic to Organic Cosmeceutical Industry in Pakistan

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The current volume of the global cosmetics industry is around US$117.15 billion, whereas the local market in Pakistan amounts to US$70.69m, seeing a compound annual growth rate (CAGR) of 2.90%. However there are concerns regarding the potential harmful effects of using conventional inorganic cosmetics. They often contain heavy metals in significant amounts that pose threats to consumer health. As such, it is imperative to consider organic alternatives or methodologies capable of reducing their harmful effects. Through a comprehensive review of secondary sources, we have identified organic or herbal cosmetics as a promising alternative. There are several low cost and easily available local herbs with therapeutic properties suitable for different skin treatments. However, several issues need to be addressed before implementing herbal cosmetics, primarily related to quality control and lack of standards and regulations. While certification organizations exist worldwide, the choice of which certification to obtain for quality verification presents an additional complexity. Another challenge lies in marketing herbal cosmetics effectively to raise awareness and to stimulate demand among consumers. Despite challenges, Pakistan's cosmetic market is witnessing a surge in demand for organic and herbal products.

From Digital to Green: Leadership, Culture, and Knowledge Sharing as Drivers of Sustainable Innovation

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While the industrial revolution has driven economic growth, its environmental consequences have necessitated urgent sustainable interventions across industries. In the digital era, scant research exists on how digital transformation and digital leadership influence green innovation, particularly in small and medium enterprises (SMEs). Addressing this gap, this study examines 405 textile SMEs in Pakistan using partial least squares structural equation modeling (PLS-SEM). The findings reveal that both digital transformation and digital leadership significantly enhance green innovation. Furthermore, green knowledge sharing mediates this relationship, while green organizational culture positively moderates the link between green knowledge sharing and green innovation. This research contributes to the literature on digital sustainability and provides actionable insights for policymakers and government bodies seeking to promote environmentally responsible industrial practices.

PROJECT MANAGEMENT

The Impact of Ambidextrous Leadership on Project Management Effectiveness: A Sequentially Mediated Model

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The growing complexity and dynamic nature of organizational environments, particularly in the Information Technology (IT) sector, necessitate innovative leadership strategies to address evolving challenges. Ambidextrous Leadership (AL) which is characterized by its balance between Opening Leadership Behaviors (OLB) to promote innovation and Closing Leadership Behaviors (CLB) to maintain structure and efficiency, has emerged as a pivotal leadership approach for enhancing Project Management Effectiveness (PME). This study examines the impact of AL on PME with the sequential mediation of Psychological Ownership (PO) and work engagement dimension such as Dedication, Vigor and Absorption. This study employs Self-Determination Theory (SDT) as the underpinning framework, and supported by Psychological Ownership Theory and JD-R Model to examine the relationships among AL, PO, dimensions of work engagement, and PME. This research adopted a quantitative, non-experimental, and cross-sectional approach, data was gathered through a structured questionnaire, targeting a sample size of 120 respondents from IT companies of Pakistan. The unit of study were the individual employee engaged in IT initiatives. A dual-faceted approach was implemented for data analysis, employing tools such as SPSS, PROCESS MACRO, to perform regression analysis, reliability testing, and structural equation modeling (SEM). The study found that AL significantly improves PME by fostering PO and enhancing employee engagement. AL successfully balances innovation with order, leading to better project outcomes, including greater stakeholder satisfaction and team creativity. This study offers theoretical contributions to leadership and project management literature and provides practical insights for organizations seeking to enhance project outcomes in technology-driven and challenging environments.

Keywords: Ambidextrous leadership, Opening Leadership Behavior, Closing Leadership Behavior, Psychological Ownership, Work Engagement, Dedication, Vigor, Absorption.

The Impact of Dark Leadership on Project Success: Mediating Role of Organization Resilience and Moderating Role of Mindfulness

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This study examined the underlying dynamics between dark leadership styles and project success in IT-based project organizations. Specifically, it explored the mediating role of organizational resilience in this relationship and the moderating role of mindfulness. Given the need to contextualize IT-driven environments, this study focused on DUCESA Software to provide insights into leadership behaviors affecting project outcomes. The research used a time-lagged quantitative design for data collection. SPSS analyzed dark leadership (independent variable) and project success (dependent variable), while macros like PROCESS

assessed the mediating effect of organizational resilience. Interaction effect analyses investigated the moderating role of mindfulness in the dark leadership–project success link. Purposive sampling collected data from employees in IT project-based organizations, with most respondents from DUCESA Software. Findings suggested that dark leadership negatively affected project success, with organizational resilience serving as a key mediator. Mindfulness moderated these effects, reducing dark leadership's impact on project effectiveness. This highlighted the value of mindfulness training to enhance employee resilience and organizational performance. The study bridged a gap in leadership research by examining the negative consequences of dark leadership styles on project success. It also provided insights into the interplay between organizational resilience, mindfulness, and leadership behaviors. These findings were valuable for practitioners and academics in mitigating dark leadership's effects in IT-based organizations.

Keywords – Dark leadership, organizational relevance, project success, mindfulness, IT project management, DUCESA Software

The Effect of Ambidextrous Leadership on Project Management Effectiveness: A Moderated Mediated Study of Top Management Support and Team Innovation

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Using the tenet of Resource-Based View (RBV) theory, the purpose of current study was to examine the impact of ambidextrous leadership on project management effectiveness, not in isolation, but by taking team innovation as mediator, and top management support as first path moderator within the higher education sector, focusing on development projects across Pakistan. Applying a quantitative approach, the study collected data from the employees as well as leaders in dyadic manners through self-administered questionnaires. For testing the hypotheses, current study employed regression analysis techniques. The findings revealed that ambidextrous leadership significantly improves project management effectiveness, with a moderate positive influence on team innovation. However, the impact of ambidextrous leadership on innovation was found to be weak, highlighting the importance of other factors such as top management support. Top management support was shown to enhance the positive effects of ambidextrous leadership on project management effectiveness, although excessive involvement was found to impede team creativity. The Resource-Based View (RBV) theory provided a theoretical foundation which highlighted how ambidextrous leadership functions as a dynamic skill to maximize resource utilization and stimulate creativity in project teams. This study has applications for institutions of higher learning, indicating that project effectiveness can be improved by developing a supportive organizational culture and a balanced leadership style.

Keywords: Ambidextrous Leadership, Project Management Effectiveness, Top Management Support, Team Innovation, Higher Education Sector.

Exploring the Impact of Paternalistic Leadership on Project Success: The Mediating Role of Team Resilience and Work Passion in Pakistani IT Firms

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This study aimed to investigate how paternalistic leadership impacts project success through the parallel mediation of team resilience and work passion. The quantitative data was gathered from participants using an explanatory data collection method. The environment was Pakistani project-based organizations, particularly in the IT industry. Both the direct and indirect impact of paternalistic leadership on project success through team resilience and work passion were predicted using statistical analysis. The objective is to provide proof and quantitative information to help understand how paternalistic leadership impacts project success in workplace environments. Data from 252 employees from different organizations working on various projects in the twin cities of Islamabad and Rawalpindi was gathered using an online survey created on Google Forms. The SPSS-20 process macro was used to analyze the data. The findings indicate a positive correlation between paternalistic leadership and project success, a positive and significant relationship between paternalistic leadership and team resilience, and a relationship between paternalistic leadership and project success that is mediated by team resilience. The findings also indicated that work passion has a positive and significant impact on project success and that paternalistic leadership has a positive and significant impact on work passion. However, the relationship between paternalistic leadership and project success is not mediated by work passion. In the future, these findings will provide managers with information regarding how to use leadership techniques to influence team dynamics and improve project completion rates. Thus, project-based organizations ought to practice paternalistic leadership strategies. Other factors can be included as moderators and mediators in future research to investigate the impact of paternalistic leadership on project success.

Keywords: Paternalistic Leadership, Project Success, Team Resilience, Work Passion, Mediation Analysis, Project-Based Organizations, Pakistan.

The Impact of Software Testing in Agile Compared to a Conventional Waterfall Model

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Agile methods are being embraced by many IT organizations throughout the world. The reason is the rapid increase in the delivery of the software to its customers. Agile process is an iterative process of software development lifecycle. Software Testing plays an important role in bringing the quality to a software product. This paper focuses on the software testing methods being followed in Agile methodology compared with that of Conventional model i.e. Waterfall methodology and its impact on the software testing related activated. Two different software projects are chosen, one being executed through waterfall methodology while the other was executed after migrating the project team from waterfall to Agile methodology. Software testing data from both the projects were analyzed keeping in view the important software testing parameters .e.g. Test planning, Testing coverage, Defects logged, Test case designing.

Keywords: Software Testing In Agile, Agile Software Testing, Agile vs. Waterfall Testing.

Impact of Shared Leadership on Project Success: Mediation of Team Effectiveness

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The construction sector in Pakistan faces growing complexities, requiring innovative leadership approaches. Traditional models often fall short in addressing the dynamic nature of projects, motivating this study on shared leadership. Shared leadership, where leadership responsibilities are distributed among team members, has shown promise in fostering collaboration, trust, and accountability. This research explores how team effectiveness mediates the relationship between shared leadership and project success, a connection underexplored in the construction industry. The study addresses this gap using a quantitative approach, collecting data from construction teams through surveys and analyzing relationships using Structural Equation Modeling (SEM). Stratified random sampling ensures diverse representation across project types and sizes. Although results are pending, it is anticipated that shared leadership positively impacts project success via improved team effectiveness. Trust, collaboration, and mutual accountability within teams are expected to play a pivotal role. This study contributes to understanding leadership dynamics in construction and offers practical insights for enhancing team performance and project outcomes in Pakistan's rapidly evolving construction sector.

Keywords: Shared Leadership, Project Success, Team Effectiveness, Construction Industry, Structural Equation Modeling, Collaboration.

The Impact of Human Factors on the Success of Change Projects in Organizations Project Management

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This paper explores the role of human factors in organizational change projects in Pakistan's software industry. The variables considered are employee engagement, customer knowledge management, employee willingness, customer satisfaction, and the role of management, all within the context of Dynamic Capabilities Theory. The research emphasizes the need to align internal competencies with external demands in order to effectively navigate organizational transformations. Using a quantitative approach, the survey polled 280 employees from private software firms. The results revealed that employee engagement is the most significant factor that positively influences the outputs of change projects. Engaged employees embrace transitions better, take up new processes, and contribute to the goals of the project. Conversely, customer knowledge management, willingness of the employee, satisfaction of the customer, and management's role have direct influence in very minimal or limited levels. The study identifies key challenges, including the misalignment of customer insights with organizational objectives, inefficiencies, and resistance to change. It advocates for facilitative leadership that empowers employees and emphasizes strategies to enhance engagement, foster open communication, and integrate customer knowledge into change processes. This study offers evidence to the extensive interplay of human factors in change management and provides practical recommendations for enhancing a supportive working environment and aligning customer insight with strategic goals. Its limitation includes cross-sectional design and being

focused on Pakistan's IT sector, thus prompting further longitudinal studies and broader industry contexts. Overall, the study cites the importance of humans toward organizational alteration to succeed.

Keywords: Human Factors, Change Management, Employee Engagement, Customer Knowledge Management, Dynamic Capabilities Theory, Organizational Transformation.

Impact of Workforce Diversity on Project Success: Mediating Role of Relational Conflict and Moderating Role of Project Manager Emotional Intelligence

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This study investigates the impact of workforce diversity on project success, considering the mediating role of relational conflict and the moderating role of project manager emotional intelligence. A survey-based approach was utilized to gather data on workforce diversity, project success, relational conflict, and emotional intelligence from 255 professionals of IT sector by using convenience sampling method. Following data collection, a conceptual framework was developed to enable the examination of the relationships and associations among these variables using regression and correlation analysis methods. The findings suggest that workforce diversity has a significant influence on project success, with relational conflict playing a mediating role and project manager emotional intelligence acting as a moderator in this relationship. The presence of relational conflict can hinder the positive effects of diversity on project outcomes, while project manager emotional intelligence can mitigate the negative impact of conflict. Understanding the dynamics of workforce diversity, relational conflict, and project manager emotional intelligence is crucial for enhancing project success in diverse organizational contexts of Pakistan. Practical implications include the need for effective conflict resolution strategies and the importance of developing emotional intelligence competencies among project managers. This study highlights the complex interrelation between workforce diversity, relational conflict, and project manager emotional intelligence in influencing project success. By addressing these factors, organizations can better leverage the benefits of diversity and improve project outcomes.

Keywords: Workforce Diversity, Project Success, Rational Conflict, Emotional Intelligence.

Impact of Shared Leadership on Project Success: Mediating Role of Team Psychological Safety and Moderating Role of Task Complexity

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The purpose of this research is to determine how shared leadership in a project affects its success, specifically looking at the relationship between team psychological safety and task complexity. There is an increasing regard for shared leadership as efficient model of leadership in modern projects due to the complexity involved as it describes the distribution of leadership roles among team members. This study seeks to understand how shared leadership contributes to team cohesion, flexibility, and innovation, drawing from theoretical constructs such as Leader-Member Exchange (LMX) Theory and Social Cognitive Theory. The present study attempts to ascertain the ways in which project leaders employ shared leadership to positively

impact project performance and thus seeks to analyze information obtained from a cross section of project teams in Pakistan corporate sector. The relationships among shared leadership, psychological safety of the teams, and complexity of the tasks and success of the projects are measured using Structural Equation Modeling (SEM) in this research. The expected results will clarify the dynamics of shared leadership and provide guidance to project managers on how to use it to improve team work in more complex situations.

Keywords: Leadership Models, Project Management, Organizational Behavior, SEM, Team Dynamics, Shared Leadership, Project Success, Team Psychological Safety, Task Complexity.

Impact of Project Manager' Servant Leadership Style on Project Success with Mediating Role of Project Citizenship Behavior and Innovative Work Behavior of Project Team Members

Muhammad Nawaz Janjua & Dr. Faisal Mahmood

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This study explored the effect of servant leadership style of project managers on project success within Pakistan's construction industry with emphasis into mediating roles of team member's Project Citizenship Behavior (PCB) and Innovative Work Behavior (IWB). A total 322 individual respondents participated in the survey who worked either as project managers or members of project teams in different project-based construction companies in Government, Semi Government and Private sectors. The purposive sampling technique and structured questionnaire of variables were used to conduct the survey. Correlation and regression techniques were used for analyzing the collected data which revealed a significant and strong positive relationship between servant leadership and project success. This relationship was planned to be mediated by the project citizenship behavior and innovative work behavior of team members. This study made an innovative contribution by empirically validating IWB and PCB as mediators. This allowed for a detailed comprehension of the effect of servant leadership on project success. The study also offered valuable, context-specific acumens into the dynamics of leadership and team conduct in the Pakistani construction sector, where the impact of servant leadership had been underexplored. The relationship between service leadership and project success was positively mediated by project citizenship & innovative labor practices, highlighting their importance in improving project success. Additionally, high reliability of the study's measurements, theoretical integration and extension of several frameworks, reinforced the strength of its findings. These findings added value to the literature by filling a critical gap and providing conceptual and practical implications for project managers and organizations seeking to optimize results. It was found that project manager's servant leadership style has the significant positive relationship with project success. Investigation emphasized the significance of cultivating servant leadership & promoting Project Citizenship and Innovative Work Behavior for the purpose to attain high levels of project success. The novel aspect of this study was an examination of the mediating roles of project citizenship behavior and innovative work behavior of team members between servant leadership and project success.

Keywords: Project Management, Servant Leadership, Project Citizenship Behavior, Innovative Work Behavior, Project Success.

Examining the Impact of Project Manager Interpersonal Skills on Project Success from the Perspective of Construction Industry in Pakistan

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Through the mediating role of stakeholder management, the current research study examines the relationship between project manager interpersonal skills and project success from the perspective of Pakistan's construction industry. Additionally, research has been done on the moderating role that goal clarity has in the association between interpersonal skills and stakeholder management. There was quantitative study done. The survey approach using questionnaires was applied. Using non-probability convenience sampling, information was gathered from 304 respondents, who were project managers and other stakeholders employed by several reputable construction businesses and real estate departments in Pakistan's twin towns of Islamabad and Rawalpindi. SPSS was used to analyze the data. Using AMOS, a confirmatory factor analysis was performed. Using bootstrapping in the Process by Andrew F. Hayes version 4.0, tests for moderation, mediation, and reliability of scale, descriptive statistics, and correlation were conducted for data analysis. The findings show that stakeholder management and interpersonal skills have a major, favorable impact on project success. Stakeholder management also acts as a mediator in the connection between project success and the interpersonal abilities of the project manager. Furthermore, the findings showed a negligible moderating influence of goal clarity on the connection between stakeholder management and project manager interpersonal skills. The study provides opportunities to investigate how soft skills, such as leadership, stakeholder management, and objective clarity, affect project management in the construction business. Comprehensive discussions are held regarding the data results. The study has practical applications that highlight the need of stakeholder management, goal clarity, and interpersonal skills in enhancing the success rate of building projects in Pakistan. In order to generalize the study's conclusions, the research also recommends conducting additional studies in various construction locations (sites) and cultural contexts.

Keywords: Interpersonal Skills, Stakeholder Management, Goal Clarity, Project Success, Bootstrapping, Descriptive Statistics.

When Leaders Abuse, Projects Suffer: The Impact of Abusive Supervision on Project Citizenship Behavior and Project Commitment: The Role of Perceived Project Support, Employee Mindfulness and High-power Distance Culture

Mahreen Shahzad & Dr. Usama Waleed Qazi

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Abusive supervision remains a critical challenge in the project environment which amplifies its negative effects on employee commitment and engagement with the project. This creates a toxic project environment which in turn impacts project related outcomes. This study explores how abusive supervision impacts the project environment, particularly focusing on its effect on perceived project support, project commitment and project citizenship behavior. Drawing on the conservation of resource theory, this study investigates perceived project support as a

mediator between abusive supervision and project commitment as well as project citizenship behavior. Furthermore, employee mindfulness is considered as a moderator between IV-M relationships whereas high-power distance is considered as a moderator between M-DV relationships. A cross-sectional, quantitative research design will be employed to gather data from employees working in project-based organizations. Sample size of 300 is determined using G*Power and SPSS will be used for data analysis. This study anticipates that abusive supervision will decrease perceived project support leading to reduced project commitment and project citizenship behavior. However, employee mindfulness is expected to buffer the negative impact of abusive supervision on perceived project support, helping sustain a positive project environment. Additionally, high power distance culture is expected to strengthen the relationships between perceived project support - project commitment and perceived project support- project citizenship. This research extends the abusive supervision and project management literature by introducing perceived project support as a critical construct in the time bound, high stress and temporary project settings. The findings will offer practical insights on how organizations can mitigate the negative effects of abusive supervision in project environments to sustain project commitment and engagement.

Keywords: Abusive Supervision, Perceived Project Support, Project Commitment, Project Citizenship Behavior, Employee Mindfulness, Human Aspect of Projects.

Effectiveness of Risk Management Factors aligned Sustainability Development Goal: A Case Study of Developing Country Pakistan

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United nation developed the Goal of Sustainability and risk management is playing pivotal role through mitigating uncertainty and threats which are accord in financial, environmental, economic, and social systems. Long-term sustainability development essential by effective risk management. This research paper exploring the risk management framework with Sustainability Development Goal, quantitative analysis provide empirical study assessing risk factors and their impact on SDGs, risk management strategies is fostering about climate change, financial in-stability and social-economics disparity. Statistical modeling analysis through Smart – PLS version 4 & SPSS version 25 Software. Total 400 Questionnaire distributed among the micro level business enterprises and gathered 317 which are suitable for data analysis, research's Data analysis provides, risk assessment matrices and alleviate poverty. Results showing that the employees mixed method approach valuable due to incorporating regression analysis, findings explain proactive risk management approach positively enables sustainability development outcomes by reducing poverty and improve adapting capacity. This research also point-out policy implication to governments policy makers, corporations and international development organization to strengthen risks governance with align decision achieving sustainability objectives and goals . The study highlights best practices and innovative solutions for managing risks related to poverty, health, education, and environmental protection, ultimately contributing to a more resilient and sustainable future.

Keywords: Risk Management, Sustainable Development Goals (SDGs), Climate Risk, Financial Stability, Risk Governance.

Understanding the Impact of Emotional Intelligence on Project Success: The Mediating Role of Psychological Empowerment

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Project success heavily depends on Emotional Intelligence (EI) but its operational mechanisms are still not well understood when applied to large-scale complex projects. This quantitative study examines how Psychological Empowerment (PE) mediates the relationship between Emotional Intelligence (EI) and project success among professionals working on China-Pakistan Economic Corridor (CPEC) projects. The research focuses on a demographic of 600 professionals which consists of project managers, team leaders and technical experts who perform essential tasks like decision-making coordination execution. Structured surveys collected data to analyze the influence of EI on project success through psychological empowerment. Project success depends on EI which PE mediates as a crucial factor. Professionals who demonstrate high emotional intelligence attain greater autonomy and competence along with meaningful impact in their work roles which increases their effectiveness in contributing to project success. This study offers insights specific to the CPEC industry on the relationship between EI and PE and how they influence project success. The research shows that developing emotional intelligence along with psychological empowerment in project professionals leads to better performance in large-scale strategic projects. Leadership and team dynamics in complex projects gain practical insights through this research which shows how PE serves as a mediating factor.

Keywords: Emotional Intelligence, Psychological Empowerment, Project Success, CPEC, Leadership, Team Dynamics.

Impact of AI-Enabled Decision Support Systems on Project Success: The Moderating role of Stakeholder Engagement and Mediating role of Risk Management in Construction Projects

Mehran Ullah

This research aims at examining the implementation of AI-DSS, Stakeholder Engagement, and Risk management in construction projects and their effect on project success. The absence of working knowledge towards the integration of advanced technologies and practices within construction management methodology defines the subject research interest. The work pinpoints main difficulties emerging in projects, like delay, utilization of resources, and conflicts between different stakeholders, and demonstrates how, in the case of employing AI-DSS, the regions can obtain prognostic data and improved information flow. On the one hand, the efficiency of stakeholders' engagement was analyzed based on the collaboration and transparency stimulation factors; on the other hand, the effectiveness of risk management measures was considered in relation to the stimulation of uncertainties. Noteworthy discoveries confirmed that the proposed AI-DSS enhances project success considering the decision-making and resource commitment process. Strategic management of stakeholder relationships was identified as a key moderating factor, focusing on aligning interests and reducing conflicts. Enhanced risk management practices, supported by predictive models, significantly improved the ability to mitigate potential disruptions. Together, these factors demonstrated a clear and measurable positive influence on project outcomes, reinforcing their critical role in achieving

project success. The work established that the implementation of AI-DSS must be complemented with effective engagement of stakeholders and sound risk management to improve project outcomes in the construction sector.

Exploring Issues and Challenges in Agile Project Management: A Systematic Literature Review

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Agile Management has emerged as a transformative approach to enhance flexibility, collaboration, and efficiency in dynamic and complex organizational environments. Despite its widespread adoption, organizations often encounter significant challenges during its implementation. This study conducts a Systematic Literature Review (SLR) to identify and analyze the issues and challenges faced in implementing Agile Management, with a specific focus on insights derived from detailed case studies. By synthesizing existing literature and examining real-world applications, the research highlights critical barriers such as resistance to change, cultural misalignment, inadequate training, and difficulties in scaling Agile practices. The case studies, selected from different database, to provide practical examples of how these challenges manifest in real settings, offering a nuanced understanding of the interplay between organizational structure, team dynamics, and stakeholder expectations. Furthermore, the study explores strategies employed to overcome these obstacles, contributing to a comprehensive framework for effective agile implementation. The findings aim to bridge the gap between theory and practice, providing actionable recommendations for practitioners and guiding future research in agile project management.

Impact of Ethical and Responsible Leadership on Project Performance: Role of Knowledge Sharing and Organizational Culture

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Project Performance is a critical aspect of organizational success; almost all organizations face the common challenge of improving project performance. In fact, Project Performance is a multifaceted concept influenced by various internal and external factors. The role of how different leadership styles affects project performance is covered broadly in research to date and doesn't fully comprehend the ways in which leadership styles affect organizational outcomes. The study clarifies how moral and responsible leadership directly affects project performance, as well as how information sharing mediates the effect and organizational culture moderates it. This will provide insights into the intricate relationship between organizational

dynamics, leadership, and project success. Collectively data from 530 respondents was gathered from the employees of aviation sector organizations in the form of completely filled questionnaires. The analysis of data was done using both SPSS and Smart PLS. The study found that project performance is significantly and favorably impacted by both leadership philosophies. Additionally, it has been demonstrated that information exchange acts as a mediator in the relationship between project performance and ethical leadership, but not in the case of responsible leadership. Similar to this, organizational culture influences the relationship between project performance and ethical leadership, but same is not true in the case of responsible leadership. Furthermore, it establishes that role of leadership is more significant at lower levels of organizational culture but in case of stronger culture the role diminishes. The findings emphasize that effective leadership is essential to the success of projects, and it imply that developing and educating leaders can have a positive impact. One methodological and contextual constraint resulting from time constraints in the study was the collecting of data in a single order, multi-order data gathering can assist yield more accurate results. Similarly, the study was limited to quantitative data, but mixed-method research may also be used to validate it for debate.

Keywords: Ethical Leadership, Responsible Leadership, Project Performance, Knowledge Sharing, Organizational Culture.

Impact of Ethical Leadership on Project Success Mediated by Team Cohesion in the IT Sector of Pakistan

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This quantitative study examine the critical role of ethical leadership in determining project success in the Pakistani IT sector. Special emphasis is placed on the mediating effect of team coordination. Through mechanisms that affect the success of the project especially in terms of team dynamics. They are still under research in Context of Pakistan's rapidly growing IT industry. Research confirms that ethical leadership has a positive impact on team cohesion. It is characterized by strong interpersonal relationships, trust, and effective communication and shared commitment to common goals Team collaboration is hypothesized to increase project success by in turn promoting cooperation reduce conflict and improve the team's overall performance. Translate the positive effects of ethical leadership into measurable project outcomes, such as on-time completion. Sticking to the budget Stakeholder satisfaction and achieving project goals. To test these hypotheses the study used a quantitative research design using a structured questionnaire distributed to project managers and other experts who currently manages IT projects in Pakistan's IT sector Ethical leadership behavior is measured on a scale that determines and assesses a leader's commitment to ethical conduct, fairness, and transparency. Team cohesion is assessed based on the level of trust, communication, and collaboration within the team. Project success, on the other hand, is measured using objective performance indicators such as project completion. Stakeholder satisfaction sticking to the budget and the timeline. The findings are expected to provide valuable insights into how ethical leadership increases project success by creating a cohesive, high-performing team environment.

Keywords: Ethical Leadership, Project Success, Team Cohesion, Trust, Communication, Stakeholder Satisfaction.

Leadership Styles and Communication Dynamics in Project Teams: The Moderating Role of Digitalization

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Effective communication plays an important role in success of project teams. Leadership is a critical factor in shaping these dynamics of communication. This study explores the impact of various leadership styles such as collaboration, strategic and servant on effectiveness of communication within project teams. On the other hand, it investigates the relationship of digitalization as a moderator influencing way of communication within leaders and project teams. This research highlights the importance of effective communication, collaboration, and coordination within project teams to navigate successfully the challenges and opportunities presented by digitalization. Through simple random sampling approach, data were collected through surveys from project teams across different industries. Results show that collaboration leadership style magnifies communication quality, better work environment and trust while strategic leadership style is more effective in clear vision, aligned direction, empowerment team members and task oriented work environment. Servant leadership style enhances team member's engagement, strong team dynamics and improves performance. Findings show that digitalization amplifies positive impact of leadership styles by supporting real time communication and collaboration tools. This introduces some challenges (information overload and less face-to-face interaction). Results show the importance of various leadership styles to use digital tools more effectively, ensuring finest communication and project outcomes in digital era.

Keywords: Leadership, Communication management, Project management, Digitalization.

Impact of Psychological Empowerment on Project Success with the Mediation of Project Commitment and Distributed Leadership as Moderator

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This study intends to address the gaps in the literature by examining the relationship between psychological empowerment, project commitment, and distributed leadership in facilitating project success. This study analyses the direct influence of psychological empowerment on project success, the mediating effect of project commitment, and the moderating role of distributed leadership within these dynamics. This research addresses these objectives, thereby contributing to the expanding knowledge in project management and providing practical insights for businesses aiming to improve project outcomes. The cross sectional study was conducted using hypothetico-deductive methodology on a sample of 392 respondents from the IT sector of Pakistan. The results revealed that project empowerment can impact the project success without any mediation of project commitment. However, distributed leadership

moderates as well as it moderated mediated role is significant between project empowerment and project success. The moderated mediation analysis was also done using model 7. The study paves a way for future research keeping in consideration more aspects of project commitment and leadership and how it can impact project success in different context. Larger sample size can help better in generalization of study.

Keywords: Psychological Empowerment, Project Commitment, Project Success, Distributed Leadership.

Impact of Emotional Intelligence on Project Success with Moderating Role of Self-Efficacy

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The number of complex projects are increasing in many sectors. However, due to its associated challenges, most of it do not achieve much success. Project success (PS) has remained a central topic of interest for researchers over the years. Thus, this field study aims to understand how project managers' emotional intelligence (EI) contributes to project success (PS) and examine the moderating effects of project managers' self-efficacy (SE). The study used purposive sampling to collect data from 305 project managers. The variables of emotional intelligence, self-efficacy and project success were measured using the online survey questionnaire. Data was collected from IT & communication industry. The results of research represented positive effect of emotional intelligence (EI) on project success (PS). The findings of this study hold substantial value for people working on project based organizations. The research also describes limitation and direction for future research by emphasizing on soft skills of project manager to achieve project success (PS).

Keywords: Emotional Intelligence, Self-Efficacy and Project Success.

BUSINESS ANALYTICS & AI

The Evolution of Cloud Computing Policies in Emerging Economies: A Comparative Study of Pakistan and India

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Cloud computing technology changes the way of store, access and manage the IT resources, allowing us to share, scale and distribute computing power, storage, applications, software's, operating systems and high performance computing powers by using the internet without purchasing expensive hardware's physically. To ensure the data security, increasing the economic growth, foreign investment managing the risk and regulatory standards every country created their own cloud computing policy. In this research investigating the cloud computing policies implemented in Indian subcontinent developed countries Pakistan and India, investigation of cloud infrastructure, differences in data security measures and regulatory frameworks between both countries. How both cloud computing policies can affect the business and startups and the impact of foreign investment and global race. How countries policies can make ensure of data privacy, risk associated with data storage and processing operations. Study of present's status of both countries cloud computing policies by reading and investigating government official policy documents. Review focus on important factors like implementation of policy in country, Data privacy, regulatory compliance and alignment with international cloud computing standards. Finds the difference between both countries cloud policies that effect the consumer protection and business operations. In Pakistan new regulatory frame are being developed instead most of them are not great and comprehensive regulation like India reasons are discussed in conclusion. On another hand India has progressive laws that support cutting-edge technology and bold strategy for digital and data security the reasons are discussed in conclusion. Suggestions to improve the both countries cloud computing policies are discussed in the conclusion, recommendations for improving international standards, regulations, and addressing structural gaps. This study helps stakeholders, consumer and business to understand, manage the changing rules and regulations in Pakistan and India cloud computing policies.

Keywords: Cloud Computing, Data Security, Regulatory Framework, Foreign Investment, Business Operations, Digital Strategy.

Exploring the Scope of AI Powered Technology in Customers' Retail Shopping Experiences: A Systematic Literature Review

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The retail industry has witnessed significant transformations in recent years, driven by advancements in technology and changing consumer expectations. In this context, the integration of AI powered technologies has emerged as a powerful tool for retailers to enhance their operations and deliver personalized customer shopping experiences. There are many

studies that are present in literature with different insights, therefore there is a need to combine these insights and present them as a big picture covering different aspects from different areas. Furthermore, existing literature often focuses on specific industries or regions, limiting the generalizability of their findings to the retail industry. This systematic literature review aims to explore the scope of AI powered technologies, factors that enhance customers' retail shopping experiences, customers' concerns about AI powered technologies, the key factor that drives the customers' purchase intention, the challenges in integrating AI powered technologies into retail setting and the external factors which effects the customers to integrate AI powered technologies into their retail shopping experiences. By examining these variables and their interplay, this systematic literature review seeks to contribute to the understanding of AI powered technologies' impact on customer behavior. The findings of this systematic literature review will provide valuable insights for retailers in optimizing their operations leveraging AI powered technologies in the dynamic retail landscape.

Keywords: AI powered Technologies, Customers' Retail Shopping Experiences, Retail Management.

Enhancing Driver Monitoring Systems with Large Language Models and Automotive Taxonomies for Insight Generation

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Driver Monitoring Systems (DMS) are integral to advancing road safety by evaluating driver attentiveness and behavior. Despite their importance, deriving actionable insights from extensive, unstructured DMS data poses significant challenges. This study investigates the integration of Large Language Models (LLMs) with structured automotive taxonomies to enhance the interpretability and operational efficiency of DMS. By leveraging a Retrieval-Augmented Generation (RAG) framework, LLMs are utilized to process unstructured inputs, such as driver logs and feedback in conjunction with structured taxonomies, enabling precise and context-aware insight generation. The proposed framework is evaluated through real-world applications, including driver behavior analysis, personalized safety interventions, and predictive maintenance. Experimental results demonstrate the system's capability to improve decision making, paving the way for advancements in automotive safety, operational efficiency, and personalized driving experiences.

Keywords: Artificial Intelligence, Driver Monitoring System, Large Language Models, Retrieval-Augmented Generation, Automotive Application

AI in Securing IoT Devices for Business Analytics

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By offering creative answers to difficult problems, artificial intelligence (AI) is revolutionizing a number of industries. The necessity for strong cyber security measures to protect sensitive data and guarantee continuous analytics processes has increased due to the growing usage of

the internet of things (IoT) in businesses. In order to address these issues, this study investigates the potential of AI-driven methods like machine learning, anomaly detection, and predictive analytics. The study emphasizes how AI makes IoT networks more dependable and safe by enabling automatic reactions, adaptive defenses, and real-time threat identification. Businesses may improve data integrity, defend against cyber-attacks, and streamline IoT analytics-driven decision-making processes by utilizing AI. This study highlights the value of AI in protecting IoT systems through a thorough literature evaluation, providing researchers and business analytics professionals with practical advice on how to improve cyber security.

Keywords: AI Security, IoT Devices, Machine Learning, Anomaly Detection, Predictive Analytics, Cyber Threats.

Batteries State-of-Charge Estimation using Deep Learning

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As our reliance on electronic devices and lithium-ion batteries grows, accurate estimation of State of Charge (SoC), State of Health (SoH), and battery life has become increasingly crucial. The complex interdependence of components makes it difficult to fully understand battery aging, which occurs under all conditions but at varying rates due to usage and environmental factors. This study explores two battery life prediction approaches: deep learning and LSTM models. Deep learning-based battery life prediction, particularly using CNN-LSTM architectures, is paving the way for more efficient, reliable, and safer battery-powered devices. Ac curate predictions of a battery's SoH, SoC, and Remaining Useful Life (RUL) are essential, ensuring that devices perform optimally without running out of charge. By analyzing time series battery data across charge-discharge cycles (including voltage, current, temperature, and impedance), and preparing the data through normalization, cleaning, and segmentation, a deep learning model can be trained for accurate predictions. LSTM-based models excel in capturing long-term dependencies, which is beneficial for time-series data like battery performance. By training the CNN-LSTM model and fine-tuning its parameters, prediction errors can be minimized. The model's performance is evaluated on unseen data to verify its accuracy and robustness in real-world applications. This study aims to review, classify, and assess different approaches to predict battery life and aging. By comparing methodologies, models, and algorithms, it seeks to identify the most effective approach for battery life estimation, focusing on key performance metrics such as Root Mean Square Error (RMSE), Mean Absolute Error (MAE), Mean Absolute Percentage Error (MAPE), and Mean Square Error (MSE). The CNN LSTM model achieves low performance parameters with RMSE: 0.00609377, MAE: 0.004975, MAPE: 0.0029, and MSE: 0.0000371, demonstrating its potential for highly accurate battery life estimation.

Keywords: Artificial Neural Network, Convolutional Neural Network, Deep Neural Network, Long-Short Term Memory, Remaining Useful Life, State Of Charge, State Of Health.

Role of Information and Communication Technology in Inclusive Development: A Panel Data Analysis

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Inclusive development is an idea that seeks to guarantee everyone benefits from growth and social progress, regardless of gender, characteristics, and, other basic factors. However, there are still many challenges and gaps in achieving the goal of inclusivity, especially in developing countries where the availability of information and communication technology (ICT) is limited or not inclusive. The study used inclusive development as a dependent variable and the core independent variable is ICT. The study confidently asserts a significant correlation between inclusive development and ICT, utilizing a meticulously crafted index through principal component analysis (PCA) that incorporates five reliable indicators of ICT. The research aims to explore how ICT usage can promote inclusive development with the availability of basic amenities using the MDI basic (Multidimensional inclusiveness index) as a measurement of inclusive development with other determinants like renewable energy consumption, access to electricity, imports, and tourism, FDI (Foreign direct investment) and total natural resources rents used as explanatory variables globally based on data availability. To use panel data from 174 countries from 2005 to 2022 seized by WDI known as World Development Indicators and UNCTADstat database. The study utilized panel data regressions fixed effects model, Random effects model, and the Hausman test for the empirical estimations. The empirical findings show that ICT is positively associated with inclusive development to enhance development potential in developed and developing economies. Inclusive development is also positively linked with FDI (inflow), access to electricity and renewable energy, and tourism except for total natural resources rent as mentioned in previous studies. Policymakers should prioritize improving access to the latest technology through ICT to advance development further.

Keywords: ICT Index, Inclusivity, Economic development, Panel Data, Fixed Effects, Urban Population.

Exploring the Challenges to the Adoption of Blockchain, IoT and AR/VR Technologies in Pakistan's Software Development Sector

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Numerous next-generation technologies, including Blockchain (BC), the Internet of Things (IoT), and Augmented/Virtual Reality (AR/VR), are revolutionizing the industries in order to optimize security, connectivity, and tech-savvy user experiences. In Pakistan, the adoption of these technologies is at different stages of implementation, driven by increasing passion and increased funded resources. The aim of this study is to determine the key challenges to successfully implementing these groundbreaking technologies in Pakistan's software industry. As worldwide developments reinforce the integration of these technologies in numerous fields, Pakistan is remarkably well-known because of its increasing participation in digital transformation process. The aim of this study is to contribute to the field by providing a comprehensive investigation of local adaptation approaches as well as contrasting them with international trends and practices. By unveiling the challenges and potentials met by local

companies in Pakistan, this research aims to offer practical recommendations that can improve the economy and technological evolution of Pakistan's software industry. Eventually, these recommendations aim to transform the country into an important hub of technology, endorsing innovation, financial growth and contributing to the technological development of software industries in Pakistan.

AI for Governance Transparency and Efficiency

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Cognitive framing has been used in recent years to regulate AI research and understand the safety risks, performance goals, and intended uses of advanced AI systems. Through process automation, better decision-making, and increased accountability, AI governance has the potential to greatly increase governance efficiency and transparency. AI governance is potentially useful and constraint affordable misuse, reduce new risks and economic trends that threaten to disrupt public potential, economic trends, and drive off target. As AI systems are integrated into more facets of society, ethical, accountability, and transparency concerns have grown more urgent. Despite the many benefits of AI technologies, there are drawbacks as well, such as prejudice, discrimination, and a closed decision-making process. Strong standards for accountability and openness must be set for AI systems in order to lessen these risks. This includes making sure that all parties involved can understand and access the decision-making procedures that AI uses. By bringing together legislators, engineers, and civil society, this research develops a regulatory framework that promotes societal advancement while protecting human liberties and rights.

Boom of Artificial Intelligence: Complement or Substitute for Non-AI Equities?

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The purpose of this study is to investigate the role of AI stocks in the performance of global, developed, emerging, and domestic stock markets, specifically examining whether AI stocks act as complements or substitutes for other stocks. Using simple regression, the EGARCH (1,1) model, and regression in upper and lower quantiles, the study finds that AI stocks positively impact global, emerging, and domestic stocks, suggesting their complementary role. The bivariate EGARCH (1,1) model further confirms the volatility spillover of AI stocks to other markets, while quantile regression indicates that AI stocks maintain their complementary role even under extreme market conditions. This study contributes to the literature by highlighting the growing influence of AI stocks on broader financial markets. However, data limitations for all AI stocks pose a challenge. The findings have practical implications for investors, managers, and policymakers in making informed decisions regarding AI stocks, while also boosting confidence in their future impact.

AI-Powered Cyber Security and Fraud Detection in Financial Institutions: A Comprehensive Study

Dr. Tahir Khan, Muhammad Abdul Rehman, Muhammad Talha Shakeel, Muhammad Kamran & Husnain Yousaf

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The escalating threat of cyber-attacks and financial fraud has compelled financial institutions to adopt innovative solutions. This comprehensive study investigates the applications, benefits, and challenges of Artificial Intelligence (AI) and Machine Learning (ML) in enhancing cyber security and fraud detection capabilities in financial institutions. A mixed-methods approach is employed, combining a survey of financial institutions with in-depth expert interviews. The findings highlight the effectiveness of AI-powered cyber security and fraud detection in reducing false positives, improving detection rates, and enhancing overall security. However, challenges such as data quality, regulatory compliance, and expertise shortages are also identified. This research contributes to the existing body of knowledge by providing a framework for effective AI-powered cyber security and fraud detection in financial institutions, along with recommendations for overcoming the associated challenges.

Towards Assessment of Mobile Software Vulnerabilities against Security Threats

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This study analyzes the various types of attacks targeting mobile systems and software, posing significant security threats to users. With mobile devices storing vast amounts of personal and financial data, unauthorized access by attackers can lead to severe privacy breaches and financial losses. By assessing these threats and vulnerabilities, this research aims to enhance mobile software security and prevent unauthorized control by attackers. Strengthening mobile security measures is crucial for safeguarding user data, protecting businesses, and ensuring financial security. This study highlights the importance of proactive strategies to mitigate security risks and reinforce the resilience of mobile systems against evolving cyber threats.

Big Data Analytics and Their Prediction Using Stock Exchange Temporal Sequence Data

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Economic crises and market Prediction have been remained major focus of the financial institutions and organizations around the globe. Many, physical, financial and hand-coded theoretical solutions have been provided, however, they lack the accurate, precise and true trend of the future investments. In this study, a trend-based solution is presented to investigate future's investment prediction. Temporal sequence data of a stock-market are analyzed and future's investments curves are investigated. A publicly available dataset is used for the prediction. VGG16 is used as a proposed model to identify the predicted trend of the stock market. A noval architecture of VGG16 presented, which shows highly accurate precise and satisfactory results as compared to the base models.

Keywords: Big Data, Stock Market, Temporal Sequence, Investment Prediction, VGG16, Trend Analysis.

Artificial Intelligence in Aviation Industry: An Analysis of Employees Advocacy by Leadership

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The current industries in Asia has allowed AI to achieve great progress of information and communication technologies. The AI based tools has been implemented in many organizations but many of them are failed to do so. In aviation industry many departments are working under AI tools in operations and administration departments. The paper identifies the role of e leadership in aviation Industry of Asia to provide proper HRM advocacy to the employees in both public and private airlines. This is a descriptive analysis based on secondary data to work out the hypothesis. The Airline Business capabilities have impacted by AI in support and Management system in all over the world. As per IATA White paper the AI has provided the support and management enablers in performance and strategy, technology, finance, supplier management etc. The investigation finds out the role of leadership to implement AI in HRM functions and its opportunities in Aviation Industry of Asia. The role of leadership in effective utilization of manpower, training & development, recruitment and selection, work life balance by using advanced tools is the main streams of the Organization to make them more productive and innovative will be identified by this investigation to implement and design proper strategies for leaders and top management in Aviation Industry.

Keywords: Leadership, Artificial Intelligence, HRM, Work Life Balance.

Harnessing Artificial Intelligence for Superior Portfolio Performance: An Analysis of ML and DL Approaches

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This research explores the use of machine learning (ML) and deep learning (DL) techniques to optimize investment portfolios, focusing on improving risk-adjusted returns. By analyzing historical prices, macroeconomic data, and alternative sources like sentiment analysis, these models predict market trends and optimize asset allocation. Results show that ML-optimized portfolios achieve an average annualized return of 14.2% with a Sharpe ratio of 2.1, outperforming traditional methods (9.5% return, Sharpe ratio 1.3). Volatility is reduced by 18%, and maximum drawdowns are limited to 12.4%, compared to 18.7% for conventional strategies. During the 2022 market downturn, ML portfolios declined by only 7.8%, versus 14.2% for traditional portfolios. The study also addresses challenges like interpretability and scalability, demonstrating that these methods can efficiently manage portfolios of varying sizes without significant performance loss.

Keywords: Portfolio Optimization, Machine Learning, Deep Learning, Risk Management, Asset Allocation, Sharpe Ratio, Volatility, Alternative Data, Sentiment Analysis.

Towards Securing Businesses by Strengthening Social Media Security

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Social media platforms such as Facebook, Twitter, and Instagram not only connect individuals but also serve as powerful tools for businesses to promote their products and services through advertisements, podcasts, and information sharing. However, security threats and access control violations on these platforms can severely damage the reputation of industries, firms, and organizations, leading to significant financial losses. This research examines the various types of security attacks targeting social media websites and their impact on businesses. Additionally, it proposes preventive measures to enhance security, safeguard business interests, and mitigate the risks associated with cyber threats on social media platforms.

Keywords: Social Media Security, Cyber Threats, Access Control, Business Protection, Reputation Management, Risk Mitigation.

Analyzing Perceived Complexity of Product Reviews Through Transformer-Based Models for Intelligent Product Recommendation System

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Online consumer groups are growing quickly in this age of rapid technological advancement. Online reviews directly affect what prospective customers will choose to buy since they provide essential information about their purchasing preferences. Product reviews in business,

healthcare, crime, finance, travel, and academia are just a few examples of the many industries that consumer sentiment analysis spans. It has also become a popular topic of research for social media applications. Understanding consumer perceptions and opinions from online reviews is the first step in gathering insightful information. Still, social web data's volume, subjectivity, and heterogeneity make it challenging for humans to process. However, consumers frequently need help using online reviews due to their complex structure. Therefore, it becomes difficult for researchers, businesses, and consumers to utilize online reviews for purchasing decisions. Traditionally, sentiment analysis (SA) and opinion mining (OM) have been the foundations of most research studies that have helped consumers purchase. This research study offers a novel approach to identifying product complexity in customer reviews by utilizing advanced machine learning techniques (MLTs). This work's primary contribution is the creation of manually annotated Amazon datasets. The datasets were tested using ensemble transformer-based models (T5 and BERT) to determine product complexity automatically. The proposed technique outperforms the existing state-of-the-art models by gaining a macro F1 score and accuracy of 0.96 and 0.95 in multi-label classification.

Keywords: Product Reviews, Sentiment Analysis, Opinion Mining, Machine Learning, Transformer Models, Recommendation System.

The Role of AI in Decision-Making Processes: A Pathway to Sustainable Governance

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Artificial Intelligence (AI) is playing a transformative role in reshaping corporate governance practices, particularly in monitoring compliance and enhancing decision-making. As businesses face increasing regulatory scrutiny and demands for greater transparency, AI technologies offer innovative opportunities to improve governance frameworks. By leveraging machine learning algorithms, data-driven insights, and predictive analytics, AI optimizes decision-making processes, streamlines compliance monitoring, and reduces the risk of non-compliance, ultimately fostering more efficient, accountable, and sustainable governance. This paper explores how AI contributes to sustainable governance by enhancing decision-making and ensuring that governance practices align with ethical standards and regulatory requirements. We will conduct a thorough review of existing literature to explore AI's role in corporate governance, with a focus on its potential to drive transparency, optimize resource allocation, and improve risk management. Key findings will highlight the significant impact AI has on strategic decision-making, while also acknowledging the ethical challenges it presents, such as algorithmic bias and the need for human oversight. The research underscores the importance of responsible AI integration into corporate governance frameworks to maximize its benefits while mitigating potential risks. Additionally, the paper identifies areas for future research, including the development of sector-specific applications and the creation of robust regulatory frameworks that guide AI deployment. The findings offer valuable insights for policymakers, researchers, and corporate leaders seeking to harness AI for more transparent, accountable, and sustainable governance in an increasingly complex business environment.

Keywords: Artificial Intelligence, Decision-Making, Corporate Governance, Compliance Monitoring, Predictive Analytics, Sustainable Governance.

Fostering Sustainable Governance through Cybersecurity Innovation: Adaptive Business Strategies for a Connected World

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In today's highly interconnected world, cybersecurity threats pose significant risks to businesses, governments, and societies alike. This research explores the essential connection between cybersecurity innovation and sustainable governance, emphasizing how artificial intelligence (AI) can be leveraged as a solution to address these challenges. We introduce a novel framework that combines cybersecurity innovation with AI-driven adaptive business strategies, sustainable governance, and proactive leadership. Our study shows that businesses embracing this framework can not only improve their cybersecurity measures but also foster long-term governance and resilience through AI integration. By utilizing AI technologies such as machine learning, predictive analytics, and automation, organizations can anticipate and mitigate cyber threats more effectively, ensuring continuous protection against evolving risks. AI also enhances decision-making, helping businesses develop agile strategies that align with sustainability and governance goals in a fast-paced digital environment. This research highlights the applicability of these strategies across various sectors, including finance, healthcare, and energy, where AI-driven cybersecurity solutions can optimize risk management, boost efficiency, and reduce operational costs. By integrating AI into adaptive business strategies, organizations can stay ahead of cyber threats, improve their governance structures, and foster a culture of innovation. Our findings offer valuable insights for business leaders, policymakers, and researchers, providing a roadmap for combining cybersecurity innovation, AI, and sustainable governance in a connected world. These strategies help create resilient businesses that can thrive in an era marked by rapid technological change.

Keywords: Cybersecurity Innovation, Artificial Intelligence, Sustainable Governance, Adaptive Business Strategies, Connected World, Business Resilience.

Artificial Intelligence Leads to Employee Productivity in the Healthcare Sector

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Digital transformation brings opportunities and challenges for businesses and society. Despite extensive research on artificial intelligence This study examines the impact of AI on employee productivity with the mediating role of employee engagement. The Unit of analysis of this research will be who are using AI technology to treat patients through different medical procedures and also use the different techniques in the foam of biomedicine diagnosis to prediction of different disease to improve medical procedure improves their academic productivity. On the other hand, this research will be brooding on employee engagement as a mediating variable. The researchers have identified that there are many academic employees who are unaware of AI tools to improve their productivity at these Institutes / Universities. By investigating these variables this research is aiming to fill the gap between traditional and modern learning & teaching methodologies which can ultimately enhance not only the students' knowledge level but also ease teaching techniques. The study also hypothesizes the importance of moderating variable employee engagement. The data was collected from 132

doctors in Pakistan's major hospitals. In additionally, SPSS and Smart-PLS 4 software will be utilized to analyze the collected data. Data will be collected from HEIs universities located in Larkana. The total population of the academic employees in HEIs public and private universities under Larkana are about 156, therefore according to kerjice and Morgan's sampling chart the estimated sample population of my research is 132. This research will be using stratified sampling method to collect the data via questionnaire distribution. In additionally, SPSS and Smart-PLS 4 software will be utilized to analyze the collected data.

Adaptive Business Strategies: Fostering Sustainable Governance through Innovation, Inclusion, and Integration in the Age of Artificial Intelligence

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This paper explores the dynamic role of Artificial Intelligence (AI) in shaping modern business strategies, with a focus on fostering sustainable governance. It evaluates how AI, when integrated effectively, can drive innovation, promote inclusion, and ensure ethical governance in business practices. The study highlights critical legal considerations in AI adoption, focusing on ethical challenges, legal frameworks, and the integration of AI into corporate governance structures. Through an empirical analysis, this paper examines real-world applications of AI in business strategy, leveraging case studies and data-driven insights. Additionally, the paper discusses the implications of AI governance and compliance mechanisms, addressing the evolving landscape of regulatory oversight. It also considers the social and economic ramifications of AI-driven decision-making, emphasizing the importance of transparency and accountability. The paper aims to present a balanced perspective on the intersection of AI, law, and business strategy, offering a comprehensive guide for businesses seeking to align innovation with sustainable governance. This research contributes to the growing body of knowledge by offering actionable insights for corporate leaders, policymakers, and AI practitioners aiming to integrate AI responsibly into business operations.

SOCIAL SCIENCES

Advancing Inclusion in Undergraduate Education: Strategies for Building Equitable and Welcoming Institutions

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Inclusion in undergraduate education is essential for fostering equitable learning environments where students from diverse backgrounds can thrive. As higher education institutions increasingly serve heterogeneous student populations, the challenge of creating campuses that promote equity, belonging, and respect becomes paramount. This research explores actionable strategies to enhance inclusivity at the undergraduate level, emphasizing institutional policies, curriculum design, campus culture, and support systems. Key themes include diversifying recruitment and admissions practices, ensuring accessibility in physical and digital spaces, embedding inclusivity into the curriculum, and cultivating cultural competency among faculty and staff. The importance of fostering a welcoming campus culture through student organizations, safe spaces, and diversity-focused events will also be discussed, alongside approaches for addressing bias and discrimination effectively. Additionally, this research highlights the role of continuous feedback and data-driven improvement in achieving sustained progress. Drawing from best practices and case studies, stakeholders will gain practical insights into creating institutions where all students—irrespective of their identities, abilities, or circumstances—feel valued and supported. By integrating these strategies, institutions can not only enrich the educational experience but also equip graduates to navigate and contribute to an increasingly diverse and interconnected world.

Keywords: Inclusion, Diversity, Equity, Undergraduate Education, Accessibility, Campus Culture, Cultural Competency.

The Impact of STEAM Education on Secondary School Students Performance: Teachers' Perspectives from Larkana

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This study explores secondary school teachers' perceptions in Larkana regarding the effectiveness of STEAM (Science, Technology, English, Arts, and Mathematics) education. Recognized for fostering critical thinking, creativity, collaboration, and problem-solving skills, STEAM education is essential for preparing students for global challenges. Using a quantitative research design, data was collected from 50 government secondary school teachers through an online questionnaire, and responses were analyzed using mean scores. Findings indicate that STEAM significantly enhances students' cognitive and interpersonal skills while fostering global citizenship. However, challenges such as time constraints and the need for extended teaching timelines for scientific subjects were highlighted. Despite these hurdles, educators overwhelmingly support integrating STEAM into the national curriculum. The study contributes to the literature by offering unique insights into the practical implications of STEAM education in Larkana's secondary schools. To maximize its impact, the research recommends incorporating STEAM into the national curriculum, providing professional development opportunities for teachers, adjusting academic timelines to accommodate

STEAM activities, and fostering community engagement through partnerships between schools and local organizations. These measures are crucial for ensuring the effective implementation of STEAM education and preparing students for future challenges.

Keywords: Teachers' Perspectives, Critical Thinking, Problem-Solving, Curriculum Integration, Student Performance, Educational Challenges, Professional Development.

Inclusive Education for Girls in Rural Areas: Aligning with SDGs 4 and 5

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This study investigates ongoing gender gap and a few educational opportunities for girls in rural areas. It explores the reasons behind the issues and suggests solutions to help girls get access to education. This research aligns with the Sustainable Development Goal-4 (quality education) by focusing on fair and inclusive education for all and Sustainable Development Goal-5 (gender equality) by working to remove discriminatory barriers against girls. A qualitative research approach was employed, involving focus group discussion and in-depth interviews with stakeholders such as, teachers, community leaders, parents, and students. Narrative analysis and purposive sampling provided a valuable insight into the opportunities and challenges. The findings reveal that barrier like cultural norms, child marriages, and inadequate transportation hinder girls' education. Effective strategies identified include gender-sensitive teacher training, community-based initiatives, leveraging technology for remote education and conditional cash transfer, these strategies contribute to achieve goals of providing quality education, and ensuring gender equality. This research offers an original contribution by adopting qualitative data by using real-life experiences to suggest practical methods for addressing educational disparities. It demonstrates how education can transform society socio-economically bridging the gender gap in education and present a comprehensive framework for NGOs, educators, and policy makers. The study calls for multi-stakeholders' collaboration to implement policies ensure safe and inclusive schools, utilizing innovative educational approaches and promoting community engagement. Future studies could explore how these solutions can sustainability work across diverse rural context

Keywords: Gender Gap, Rural Education, Girls' Empowerment, Inclusive Education, Educational Equity, SDG 4, SDG 5, Gender Equality.

Monitoring and Evaluation Farmwork for Educational Governance: Measuring Progress towards SDG-4

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This paper presents a comprehensive monitoring and evaluation framework to assess and direct educational governance in accomplishing Sustainable Development Goal- 4. It aims to cope with gaps in policy implementation, and accountability to ensure inclusive, fair education, and resource allocation. This research assumes a qualitative methodology, focusing on case studies, interviews, stakeholders, and a participatory approach to data collection. Attention is drawn to understanding the contexts of key components, including educators, policymakers, community members, and students. Thematic data is analyzed to identify patterns and suitable practices in

educational governance. The framework recognizes critical gaps in stakeholders' engagement, resource allocation, and policy implementation. It has been noted the importance of inclusive decision-making and adaptation of governance on addressing systematic inequalities. Perceptions from case studies show the value of community engagement and contextualized strategies increasing the monitoring and evaluation (M&E) process. This framework forges the discourse SDG4 by prioritizing qualities perceptions and participatory governance. It suggests a model that is adjustable to different educational settings, bridging theoretical concepts with practical application. The recommendations for this study are Foster Inclusive Stakeholder Dialogues, Build Capacity for Qualitative Data Collection, Embed Equity-Focused Metrics, Promote Community Involvement, and Leverage Technology for Data Sharing, Encourage International Collaboration, and Adapt Governance to Local Contexts, Monitor Implementation Consistently. Addressing these recommendations, the M&E framework can become a cornerstone for driving sustainable educational reforms, ensuring no one is left behind in achieving SDG-4.

Keywords: SDG 4, Educational Governance, Monitoring & Evaluation, Inclusive Education, Qualitative Methodology, Equity in Education.

Stepping Up to the Challenge: World Ecological Footprint, Biocapacity and Tourism's Role in the Climate Crisis

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Nature is our greatest ally, and the climate crisis (CC) poses a serious threat to our world, as the global temperature has increased by 1.2 degrees Celsius. This exposes species to unlivable circumstances and causes pressure on and decline of biodiversity in every region and ecosystem. Now, climate action is more important than ever, as we have entered an era of global boiling. A major advancement is the "global stocktake," which provides the first two-year evaluation of the world's progress in reducing CC, released by the UN. Therefore, this study examines whether world ecological footprint (WEFP), world biocapacity (WBC), and international tourist arrivals (ITA) minimize the climate crisis (CC) by reducing the greenhouse gas (GHG) effect, a major contributor to heating our planet. This study further explores the interacting effect of nature-based renewable energy resources, such as bioenergy (BE), on the climate crisis (CC), as renewable energy capacity offers a dual solution to the climate crisis and change. This study utilizes a sample of 33 countries from Europe and Asia over the period 2008-2019. The findings reveal that increases in WEFP, WBC, and ITA significantly increase CC, while the interacting effect of BE significantly reduces CC. In light of these findings, governments and policymakers should assess collective progress toward achieving the long-term goals of the Paris Agreement and implement climate crisis mitigation measures to achieve Sustainable Development Goal 13.

Keywords: Ecological Footprint, Biocapacity, Bioenergy, Climate Crisis, Sustainable Development.

Women Empowerment in Local Self Government in Tehsil Miranshah North Waziristan Tribal District

Zeeshan Khan

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This study focuses on women's empowerment in local self-government in Tehsil Miranshah, North Waziristan Tribal District, employing a multi-disciplinary approach to examine the evolution of the local government system in the former Federally Administered Tribal Areas (FATA) and the extent of women's participation in decision-making processes. The study aims to understand local perceptions of women's involvement in governance at the grassroots level and contribute to the literature on local self-government, women's empowerment, and good governance. The research relies on both secondary data and primary data collected through purposive-stratified sampling using questionnaires and interviews, analyzed through content analysis and the Statistical Package for Social Sciences (SPSS). Findings indicate that socio-cultural values and traditions in Tehsil Miranshah serve as significant barriers to women's participation in local government institutions. The study highlights that religious teachings and the practice of veiling further restrict women's political engagement, making it difficult for researchers to interact with female respondents. In conclusion, the research underscores the need for reforms to address these socio-cultural obstacles and suggests measures to enhance women's empowerment in the region's local governance structures.

Keywords: Women's Empowerment, Local Self-Government, Political Participation, Socio-Cultural Barriers, Tribal Governance, Gender and Governance.

Examining How Pakistani Youth Perceive and Articulate Their Role in Social, Cultural and Political Changes: A Narrative Study

Maham Shahzad & Syed Hassan Kazim Kazmi

This research examines how Pakistani youth perceive and articulate their roles in shaping social, cultural and political changes. According to a survey conducted by UNDP, over 64% of the total population of Pakistan is under the age of 30. Youth plays a vital role in driving societal transformations through social activism, cultural innovation and educational reform. By using a qualitative narrative approach, the study investigates the experiences, challenges, motivations and aspirations of youth and also highlighting their use of digital platforms and offline spaces to encourage involvement and participation. The study provides a comprehensive insight into how youth manage the conflicts between tradition and modernity, while promoting a more inclusive and progressive society. Through thematic analysis of interviews and social media activities of participants, selected through purposive sampling, the research highlights the potential of youth as critical stakeholders in Pakistan's development. The study aims to inform policies and initiatives designed to empower youth as pioneer of just, inclusive and progressive society.

Keywords: Youth Perceptions, Social Change, Cultural Transformation, Political Participation, Narrative Study, Pakistan.

The Impact of Presence or Absence of Father on Daughters' Marital Relationship: Pakistani Perspective

Maham Shahzad

This research explores how the presence or absence of father impacts a daughters' marital relationship, how daughters with absent father view men, what qualities they idealize and how the cope and adjust with the situations they face with their spouse and what are the perceptions of daughters whose father is present. While previous researches focused on effects of absence of fathers on daughters' self-esteem, impact of absence of father on daughters' development, sexually, and how their behavior changes, and parental roles, but there is limited data available on how the daughters whose father is absent, view men and what ideas they have about spousal relationship. The present study includes the sample of five women who voluntarily participated in the research. The results suggest that fathers have a great influence on daughters' perception about men and based on those ideas how they choose their partners. It explains the factors which are related to the absence of father during childhood that could stay with individuals as they grow up. Most women showed a fear of getting attached and getting hurt but at the same time they praised their husband's affection and support towards them. The biggest implication of the study falls for the multicultural perspective because different cultures have different values and belief systems and their relationship emerged differently with fathers. It could also serve as a help to single mothers to induce the idea that how to shape their daughters' ideals by becoming an example of a healthy marital relationship.

Keywords: Father Absence, Marital Relationships, Daughters' Perceptions, Partner Selection, Psychological Impact, Pakistani Culture.

Centralized Party System and Challenges to Democracy in Pakistan: A Study of 2013-2022

Hasnain Shabbir

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This study explores the dynamics of the centralized party system and its implications for intergovernmental challenges to democracy in Pakistan from 2013-22. The central research question addresses how the concentration of power within leadership of major political parties Pakistan Muslim League Nawaz (PML-N) and Pakistan Tehreek-e-Insaf (PTI) has affected democratic governance and intergovernmental relations in Pakistan. Employing a qualitative methodology, the research relies on document analysis, including party manifestos, legislative records, and government reports, as well as semi-structured interviews with political analysts, policymakers, and party representatives. The study highlights the ways centralized decision making within political parties undermines the principles of federalism, weakens provincial autonomy, and exacerbates tensions between federal and provincial governments. It further examines how the absence of intra-party democracy and accountability hinders the effective representation of diverse regional interests, contributing to political polarization and governance inefficiencies. This research contributes to the existing literature by offering a nuanced understanding of the interplay between party structures and intergovernmental relations in Pakistan's evolving democracy. It provides policy recommendations for fostering decentralization within political parties, strengthening federal institutions, and promoting collaborative governance to enhance democratic resilience in Pakistan.

Keywords: Intergovernmental Relations, Centralized Party System, Democracy, Federalism.

Role of Climate Anxiety in Psychological Well-being of University Students in Pakistan

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This study investigated the correlation between climate anxiety and psychological well-being in young adults, with main focus on specific regions of Islamabad, Rawalpindi, and Quetta, in Pakistan. It also explores how climate anxiety affects psychological well-being and examines the influence of gender, family system, and educational background. The study utilizes quantitative, cross-sectional correlational approach to explore how climate anxiety influences psychological well-being of young adults, especially young adults in Pakistan. The objectives of this study were to observe the relationship between climate anxiety and psychological wellbeing among young adults in Pakistan and to see the gender differences in reporting of climate anxiety in Pakistan. Data was collected form 198 individuals from different universities of Islamabad and Quetta. Who were aged between 20-30 years old. The data is analyzed through Descriptive analysis: mean, standard deviation, minimum, maximum skewness and kurtosis of the study variables Pearson correlation, individual sample t-tests, p-tests for gender and family system. Several important patterns show up in this correlation analysis with a sample size of 198 people. To initiate, there is a slight correlation between climate change anxiety and psychological well-being. The subscales of Ryff's psychological well-being scale and climate change anxiety scale has positive correlation with each other as shown in the data given. According to the positive correlation shown by the psychological well-being scale and climate change anxiety scale, individuals who score higher have higher anxiety and their psychological well-being is impacted more than those who score lower on the scale. This study fills the gap left by lack of research on climate change anxiety and its impacts on psychological well-being in Pakistan.

Keywords: Climate Anxiety, Psychological Well-being, University Students, Gender Differences, Correlational Study, Pakistan.

Postpartum Depression in Young Mothers of Pakistan: A Qualitative Study of Risk and Protective Factors

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Despite common representations of motherhood as a completely happy and fulfilling period people often overlook the silent battle many young Pakistani mothers face with Postpartum Depression (PPD) after giving birth. Through qualitative research we examine how young mothers between 18 and 28 years old navigate through the psychological, social, and cultural difficulties of Postpartum Depression (PPD). Through comprehensive interviews researchers have discovered how motherhood takes an emotional toll on women and revealed how social support remains crucial while societal stigmas prevent women from seeking help. Postpartum depression exists in Pakistan as an ignored condition because maternal mental health is still considered a taboo subject and women who suffer are typically told their distress is just a regular aspect of motherhood. The research presents two main findings: it shows the psychological hardships mothers face while also exploring how family support from spouses and mothers-in-law as well as postpartum care traditions can help them through this

process. The research results show major deficiencies in both public understanding and medical support availability and social endorsement of maternal mental health issues. This research projects the voices of these women forward to build better understanding and advocacy for postpartum mental health issues in Pakistan. This study calls on medical practitioners, government officials and the general public to treat PPD as an essential health problem so that mothers receive the support, they need rather than suffer alone.

Keywords: Postpartum Depression, Young Mothers, Maternal Mental Health, Social Support, Cultural Stigma, Pakistan.

Enforcing Environmental Protection during Armed Conflict: The Role of International Law

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Human rights and the environment are directly interlinked with each other and to exercise human rights, a clean, healthy and sustainable environment is very important. However, armed conflict leads to the destruction of the environment and its impact on humans' health and livelihood. So this research will explore the application of international law during armed conflict. Furthermore, this research will examine enforcement mechanisms in order to improve existing legal norms for monitoring and accountability during an armed conflict. This research will also help to close gaps in existing international legislation for more effective environmental protection during armed conflict. This research will examine ways in which international environmental law may address some inadequacies of international humanitarian law in protecting the environment during armed conflict. As well as this research will highlight a few key gaps and deficiencies in international humanitarian law to protect the environment during armed conflict. Moreover, this research will explore the practical uncertainties of the existing international legal framework to address the impact of armed conflict on the environment. This research will take a doctrinal legal research approach in which the researcher will analyze international laws such as treaties, conventions, agreements and soft law instruments, as well as critically examine legal precedents, scholarly literature and jurisprudential developments to inform its findings and recommendations. Lastly, this research will create guidelines and best practices for militaries and other actors to minimize environmental destruction during armed conflict. Furthermore, this research will raise awareness among relevant actors about the importance of the environment during armed conflict and build capacity for implementation through training and education as well as contribute to the advancement of researchers worldwide.

Keywords: International Law, Environment, Armed Conflict, Humanitarian, Human Rights.

Augment Access to Justice: The Role of Artificial Intelligence in the Advancement of Justice System

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In the 21st century, the most impactful revolution in technology is artificial intelligence which is influencing every aspect of our lives but unfortunately, the justice system is still unable to

secure its full potential after the implantation of artificial intelligence. This research will emphasize the impact of artificial intelligence on the justice system. Furthermore, this research will evaluate improvements and modifications in the justice system. This study will also figure out the potential of artificial intelligence to provide basic legal guidance to underserved communities. Moreover, this paper will emphasize how artificial intelligence can improve the efficiency and accuracy of legal research in the justice system for those who cannot afford a lawyer. This research will also investigate the potential of artificial intelligence in case management systems to reduce time and cost for speedy disposal of cases. Additionally, this research will also explore the role of artificial intelligence in judicial administrative tasks to free up judicial officers' time for complex cases. It will explore the capabilities of artificial intelligence to identify biases within the justice system and will also analyze the impact of artificial intelligence on the legal profession including the new role and lawyer training. The researcher will employ doctrinal methodology to examine legal scholarship along with critical interpretation, logical reasoning and case law concerning artificial intelligence's role in the speedy disposal of cases, efficient management and ensuring access to justice. Lastly, the paper will provide practical recommendations to enhance Pakistan's justice system and contribute to the advancement of researchers worldwide.

The Attitude of Teachers and Administrators toward Inclusive Education in the Vehari District

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The attitude of teachers and administrators toward inclusive education in the Vehari District, Punjab, Pakistan is explored. Inclusive education is a principle and approach to teaching integrated into mainstream classrooms to promote equality and social integration. Research objectives comprise constructing an Attitude Towards Inclusive Education Scale, measuring stakeholders' attitudes, and differences based on gender, profession, geographical location (rural vs. urban), and educational background. Experts designed and validated a five-point Likert scale with a reliability score of 0.79. The sample comprised 590 respondents from Vehari District, including teachers and administrators from general and special education systems. Descriptive and inferential statistics were used to analyze the data and determine the variations in attitudes based on demographic factors such as age, gender, professional experience, and interaction with persons with disabilities. The findings showed that stakeholders in Vehari District generally have positive attitudes toward inclusive education. Teachers from urban areas have more favorable perceptions than those in rural settings. Female educators have a higher level of acceptance for inclusive practices than their male counterparts. However, the main challenges identified are inadequate infrastructure, lack of teacher training, and limited resources to support students with disabilities in regular classrooms. Such targeted professional development programmes for teachers as well as inclusive policy reforms shall be necessary for removing the existing barriers to inclusion. The case study on the Vehari District of Punjab contributes to very valuable insights toward the implementation of inclusive education within Pakistan. Sustainability in educational equity and the resultant inclusive society may be achieved with the promotion of collaboration among the teachers, the administrators, and the policymakers within the region.

Systematic Review Recruitment and Selection Reforms in Civil Service Pakistan: Policy Recommendation

Komal Rani

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It evaluates the recruitment and selection process of civil servants currently in place in light of the New Public Management reform that was implemented in late 1970s throughout several nations including Pakistan. Researchers from several fields have recommended recruiting and selection reforms as an appropriate procedure for the civil service to hire the right person in the right location in addition to organizational effectiveness and efficiency. There isn't a systematic review of the growth in academic literature, despite the significance of recruiting and selection for all civil services. This research fills this gap in knowledge by reviewing the papers from 2000 to 2022 using an analysis method. In order to conduct a literature search, a research string was created using Boolean operators. Only 60 articles were found to meet the inclusion requirements after the initial screening. These articles have undergone a thorough analysis and they offer policy suggestions to strengthen the framework. The study makes helpful policy suggestions and reform initiatives to move the system in this direction. In order to assist academics addressing these problems in creating a more comprehensive body of knowledge with significant consequences for theory and practice and this review identifies important unanswered questions that require further research. It also makes a number of recommendations. It is believed that the study's findings will be extremely beneficial for both the management of the civil service particularly and the entire private and public sectors generally.

Exploring Link between Environmental Degradation and Trade in E7 Economies: An Application of Extended STIRPAT Approach

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In the era of globalized world international trade has significant impact on environment quality worldwide. The main objective of this study is to investigate the impact of trade policy on environment quality in the context of seven emerging economies. To achieve this objective, the study employed STIRPAT framework and fixed-effect model for the period of 1990-2022. The findings reveal that the trade policy (particularly the tariffs) and renewable energy are shown to significantly reduce carbon emissions suggesting that protective trade policy can help to curb environmental degradation by discouraging carbon intensive import. Similarly, exports significantly increase carbon emissions, highlighting the environmental cost of intensified trade activities in these economies. Based on the results, the study recommends that policymakers need to balance trade liberalization with environmental cost. Strategies such as encouraging cleaner manufacturing methods, rewarding low carbon exports, and putting

targeted taxes on high emissions products, are critical for trade environmental effects while boosting sustainable growth in these E7 economies.

The Role of Educational Management in Addressing Climate Change in District Hyderabad, Sindh, Pakistan

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This study explores the role of educational management in addressing climate change in District Hyderabad, Sindh, Pakistan, using a mixed-method approach to assess management strategies through surveys and SPSS-based analysis. Educational institutions play a vital role in climate change mitigation through curriculum development, teacher training, eco-friendly infrastructure, community engagement, and research. Integrating climate change education into school curricula can enhance awareness, while teacher training equips educators with the necessary skills to promote sustainability. Additionally, schools can adopt green infrastructure, such as solar panels and waste management systems, to model sustainable practices. Community partnerships with local organizations, government agencies, and international bodies further strengthen climate resilience. However, challenges such as limited resources, low awareness levels, and socio-economic barriers hinder effective implementation. Addressing these issues requires a comprehensive climate change education policy, increased teacher training, and greater research efforts to develop localized solutions. In conclusion, educational management serves as a powerful tool for fostering climate action in District Hyderabad by equipping students and communities with the knowledge and skills needed for sustainable development.

Implementing Total Quality Management in University Classrooms: A Case Study of Public Sector Institutions in Multan for Sustainable Educational Governance

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The research focuses on Total Quality Management (TQM) practices in Multan's public sector universities of Pakistan with the goal to improve sustainable educational governance. The research examines both the implementation progress of TQM practices and the barriers that Public Institutions encounter when implementing TQM and the possible advantages TQM could generate for educational governance. The qualitative research design combined interview and survey approaches to collect data from faculty members and administrative staff and students at two leading public institutions in Multan. The analysis shows that TQM practices are present yet they operate irregularly and without uniformity between departments. The implementation of TQM faces three main barriers because of employee reluctance to change combined with insufficient training and weak institutional backing. The study demonstrates

that TQM offers substantial opportunities to enhance organizational structure and student participation and operational efficiency in educational settings. The study ends with proposals to create an official TQM structure together with teacher development programs along with student involvement in quality enhancement projects to support long-term educational governance at Multan's public universities.

Keywords: Total Quality Management (TQM), Public Sector Universities, Educational Governance, Sustainable Development, Multan.

Climate Change and Economic Growth in Pakistan: Does Globalisation Matter?

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Climate change is known to have severe economic consequences, such as reducing agricultural productivity, disrupting infrastructure, and increasing costs for adaptation and mitigation measures. In contrast, globalisation is often viewed as a driving force behind economic growth. It can foster economic opportunities through increased trade, technology transfer, and better governance. These factors stimulate economic activity and help mitigate the risks posed by climate change. By enhancing international cooperation, globalisation supports the adoption of innovative solutions and adaptation strategies, which are crucial for building climate resilience in Pakistan. Considering this connotation, the study delves into the complex interplay between climate change, globalisation, and economic growth in Pakistan from 1984 to 2022. The study examines the impact of globalisation and climate change on economic growth using the time-series econometric approach, the "Autoregressive Distributed Lag (ARDL)". It further analyses whether globalisation moderates climate change's adverse effects on economic growth. The findings reveal a significant negative relationship between climate change and economic growth, consistent with prior literature. Furthermore, globalisation is found to mitigate the negative impact of climate change on economic growth. Based on these findings, the study recommends investments in climate adaptation strategies, economic diversification, and well-structured globalisation policies to mitigate climate-related economic disruptions. By leveraging globalisation's benefits while implementing safeguards against environmental risks, Pakistan can promote long-term economic stability and sustainable growth.

Keywords: Climate Change, Economic Growth, Globalisation, ARDL Model, Climate Resilience, Sustainable Development.

The Psychological Effects of Videogames on the Cognitive Development in Children

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This cross-sectional study investigated the impact of video games on children's cognitive development and the risk of addiction. Data from 100 respondents in Rawalpindi were analyzed using SPSS software. The study found a significant negative association between video game use and cognitive development in children, indicating detrimental effects on attention, memory, problem-solving, and executive functions. It also revealed a positive association between video game use and addiction, highlighting the increased likelihood of developing addictive behaviors related to gaming. These findings emphasize the need for limits on children's video

game exposure and a balanced approach to gaming and other activities supporting cognitive development. Parents, educators, and policymakers should be aware of the risks associated with excessive video game use and implement measures to monitor and regulate children's gaming habits. The study acknowledges limitations, including the cross-sectional design's inability to establish causality and the potential impact of the sample size and selection method on generalizability. Future research should employ longitudinal designs and diverse samples to enhance the findings' applicability. Overall, this study contributes valuable insights into the negative impact of video games on children's cognitive development and the importance of interventions to mitigate these effects and promote healthy cognitive development.

Keywords: Video games, Cognitive development, Addiction, Children, Psychological effects, Depression.

Consumer Convenience and Ethnocentrism, Towards Rice Produced in Pakistan

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Globalization has led to a gradual rise in demand for organic food both locally and internationally. The exchange of goods on local and global scales plays a pivotal role in driving a country's economic growth. Consumers' choices in food consumption are evolving, influenced by various motivations towards certain products. These motivations vary among individuals based on their regular purchases of specific items. This study aims to investigate the importance of motivational factors such as product price (PP), health benefits (HB), product familiarity (PF), and ethical concerns (EC) on consumer convenience (CC). University students (N=152) were selected as respondents, and an online survey employing administered questionnaires was conducted. Results showed that the independent variables had no significant impact on the dependent variable, and even in the presence of a moderator, these relationships remained unaffected. Focusing solely on female household buyers for the sample could provide a more accurate analysis of the relationships. Recommendations for refining data collection methods and targeting "mindful" consumers could enhance understanding of the relationships between variables.

Keywords: Egoistic Consumers, Consumer Convenience, Local Food.

Role of Resilience on Fear of Infection among Caregivers of HIV Patients

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Caregivers of individuals having HIV often experience fear of infection which can significantly impact their caregiving effectiveness and wellbeing. This study examines the role of resilience in the fear of infection among caregivers of individuals with HIV. The study recruited 200 caregivers from Swabi and Swat. Resilience was measured using the Brief Resilience Scale, while fear of infection was assessed through a Perceived Risk of HIV Scale. Results indicate a significant relationship between resilience and fear of infection, with caregivers demonstrating higher resilience and high fear of infection in upper class, nuclear families and graduate and post graduate individuals. Furthermore, the results also suggest that married individuals are more resilient as compared to single. These findings emphasize the importance of resilience-

building interventions, such as training in stress management. This study contributes to the growing body of literature emphasizing the psychological resilience of caregivers and offers practical implications for HIV-related caregiving programs.

Cultural Barriers and Enablers to Women's Leadership in Post-Merger Tribal Districts of Khyber Pakhtunkhwa

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This study investigates the gender disparities in leadership roles and political participation in the merged tribal areas of Khyber Pakhtunkhwa (KP), Pakistan, following the FATA-KP merger. A stratified random sample of 400 respondents (200 women and 200 men) across Bajaur, Mohmand, and Khyber districts was surveyed to assess attitudes toward women's leadership, the impact of legal reforms, and cultural norms hindering women's political engagement. The study utilized chi-square tests and t-tests to analyze gender-based differences in educational attainment, employment status, public support for women in leadership, perceptions of legal reforms, and access to political resources. Results show significant gender differences in education, employment, and political engagement, with women facing substantial cultural, educational, and resource-based barriers. The findings emphasize the need for more effective legal enforcement, gender-specific leadership training programs, and better access to political resources for women to overcome these barriers and enhance their political participation.

Assessing Policy Gaps and Governance Failures and a Way forward for Punjab's Smog Mitigation Plan

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Smog continues to be a serious environmental and public health issue in Punjab, especially in winter. Despite efforts like the Chief Minister's Smog Mitigation Plan, key weaknesses in the plan limit its success. This study identifies three major problems: (1) policies to control construction dust lack scientific data, (2) smuggled fuels, which heavily pollute the air, are ignored, and (3) and the lack of political accountability, where blame is often shifted to external factors like India rather than addressing internal governance failures. Through a comprehensive analysis of existing policies, air quality data, and comparative case studies from other regions, this research shows how these gaps make smog control ineffective. The study finds that ignoring local pollution sources and poor governance leads to weak strategies. To fix this, the researcher suggests a stronger approach that includes enforcing anti-pollution laws, improving air quality monitoring, and ensuring leaders and stakeholders are held accountable. The research concludes that Punjab's smog crisis will not end unless policies rely on scientific

evidence and address governance failures. This work highlights the need for practical, transparent, and inclusive solutions to protect public health and the environment.

Keywords: Smog Mitigation, Governance Failures, Policy Gaps, Air Quality, Punjab, Environmental Policy.

Stepping Up to the Challenge: World Ecological Footprint, Biocapacity, and Tourism's Role in the Climate Crisis

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Nature is our greatest ally, and the climate crisis (CC) poses a serious threat to our world, as the global temperature has increased by 1.2 degrees Celsius. This exposes species to unlivable circumstances and causes pressure on and decline of biodiversity in every region and ecosystem. Now, climate action is more important than ever, as we have entered an era of global boiling. A major advancement is the "global stocktake," which provides the first two-year evaluation of the world's progress in reducing CC, released by the UN. Therefore, this study examines whether world ecological footprint (WEFP), world biocapacity (WBC), and international tourist arrivals (ITA) minimize the climate crisis (CC) by reducing the greenhouse gas (GHG) effect, a major contributor to heating our planet. This study further explores the interacting effect of nature-based renewable energy resources, such as bioenergy (BE), on the climate crisis (CC), as renewable energy capacity offers a dual solution to the climate crisis and change. This study utilizes a sample of 33 countries from Europe and Asia over the period 2008-2019. The findings reveal that increases in WEFP, WBC, and ITA significantly increase CC, while the interacting effect of BE significantly reduces CC. In light of these findings, governments and policymakers should assess collective progress toward achieving the long-term goals of the Paris Agreement and implement climate crisis mitigation measures to achieve Sustainable Development Goal 13.

Keywords: Ecological Footprint, Biocapacity, Bioenergy, Climate Crisis, Sustainable Development.

Role of Information and Communication Technology in Inclusive Development: A Panel Data Analysis

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Inclusive development is an idea that seeks to guarantee everyone benefits from growth and social progress, regardless of gender, characteristics, and, other basic factors. However, there are still many challenges and gaps in achieving the goal of inclusivity, especially in developing countries where the availability of information and communication technology (ICT) is limited or not inclusive. The study used inclusive development as a dependent variable and the core independent variable is ICT. The study confidently asserts a significant correlation between inclusive development and ICT, utilizing a meticulously crafted index through principal component analysis (PCA) that incorporates five reliable indicators of ICT. The research aims to explore how ICT usage can promote inclusive development with the availability of basic amenities using the MDI basic (Multidimensional inclusiveness index) as a measurement of inclusive development with other determinants like renewable energy consumption, access to

electricity, imports, and tourism, FDI (Foreign direct investment) and total natural resources rents used as explanatory variables globally based on data availability. To use panel data from 174 countries from 2005 to 2022 seized by WDI known as World Development Indicators and UNCTADstat database. The study utilized panel data regressions fixed effects model, Random effects model, and the Hausman test for the empirical estimations. The empirical findings show that ICT is positively associated with inclusive development to enhance development potential in developed and developing economies. Inclusive development is also positively linked with FDI (inflow), access to electricity and renewable energy, and tourism except for total natural resources rent as mentioned in previous studies. Policymakers should prioritize improving access to the latest technology through ICT to advance development further.

Keywords: ICT Index, Inclusivity, Economic Development, Panel Data, Fixed Effects, Urban Population.

Exploring Teachers' Perspective Working in the Online Teaching and Learning Environment: A Case Study from ICT Based Higher Education Institute

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Online teaching and learning environment updating through the process of digitalization and addresses many opportunities and challenges for the teachers and students. The objective of the study is to focus on exploring the teacher's perspectives that are working in the online teaching and learning environment about the opportunity and challenges present there. Seven participants at least experience of more than a year participated in it from an ICT based university of Pakistan through an open-ended survey containing six questions. Researcher collected their insights, discussed and concluded with the help of qualitative text analysis. The conclusion revealed that both teachers and students must update their language for communication and skills to cope with continuous advancement in technology. Engagement, development of values and different types of skills in the students through a balanced work life schedule identified as major challenges for the teachers in the online teaching and learning environment besides lots of opportunities which include accessibility, affordability and flexibility. Implications of the study directed teachers and governing bodies working in the online teaching and learning environment and the policy makers to improve their practices and researchers to investigate and learn further strategies about engagement and development of skills among the students by training the teachers.

Keywords: Working in an Online Teaching and Learning Environment, Opportunities and Challenges, Skills, Engagement.

Role of Management in Improving the Quality of Teacher Educational Institutions in Sindh: Challenges and Remedial Measures

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The quality of teacher education institutions plays a pivotal role in shaping the education system of any region. In Sindh, Pakistan, the effectiveness of these institutions is integral to

the improvement of educational standards across all levels. This research explores the role of management in enhancing the quality of teacher education institutions in Sindh, identifying the key challenges and offering remedial measures. By evaluating administrative practices, curriculum design, teacher development, and institutional accountability, the study highlights the necessary interventions for institutional improvement. Findings indicate that management practices, such as leadership, resource allocation, and institutional collaboration, are critical for addressing the challenges and improving the quality of teacher education in Sindh.

MEDIA SCIENCES

Churails: A Challenge to Traditional Notion of Femininity & Masculinity

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This study examines the Pakistani web series *Churails*, directed by Asim Abbasi, as a medium that challenges traditional notions of femininity and masculinity within a patriarchal, postcolonial context. The series, set in Karachi, explores the lives of four women who establish an undercover detective agency to expose societal hypocrisies and confront oppressive gender norms. Employing a feminist lens and postcolonial theory, this research investigates how *Churails* critiques toxic masculinity, reclaims female agency, and redefines gender roles through its powerful dialogues and narratives. Using critical discourse analysis, the study analyzes the linguistic strategies employed in key dialogues to uncover the interplay between language, power, and societal norms. Themes such as female subjugation, male dominance, and the redefinition of gender roles are explored. The findings reveal how the series disrupts entrenched patriarchal ideologies by showcasing women's resistance, solidarity, and empowerment, while also advocating for male vulnerability and emotional expression. This research contributes to feminist media studies by highlighting how *Churails* serves as a transformative cultural artifact that critiques gender inequalities and advocates for progressive redefinitions of identity in a postcolonial society.

Keywords: Churails, Femininity, Masculinity, Patriarchy, Feminist Media Studies, Postcolonial Theory, Gender Roles.

Digital Media Replacing Traditional Media in Journalism: A Perspective on Combating Fake News through AI

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The rapid growth of digital media has significantly transformed the landscape of journalism, increasingly replacing traditional media forms such as print newspapers and broadcast television. While digital platforms offer unprecedented access to information, they have also contributed to the rise of fake news, misinformation, and disinformation. The proliferation of fake news has raised concerns about the credibility of digital journalism, especially as traditional media struggles to adapt to this new environment. This study explores the extent to which digital media has replaced traditional media in the journalism sector, with a focus on the potential role of Artificial Intelligence (AI) in combating fake news. Using a purely quantitative research methodology, the study surveys 52 news consumers to analyze media consumption habits, trust in AI-based fact-checking tools, and the effectiveness of AI in identifying misinformation. The results indicate a strong preference for digital media, particularly among younger demographics, and a general willingness to trust AI-driven solutions for combating fake news. However, concerns regarding the transparency and effectiveness of AI algorithms remain prevalent. This research concludes that while AI has the potential to address the challenges posed by fake news, its integration into journalistic practices requires careful consideration of ethical concerns and algorithmic biases.

Silent Struggles, Loud Responsibilities: Empowering Pakistani Women through Media

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Women in Pakistan frequently face serious challenges, including financial scams, frauds, and societal pressures rooted in strong patriarchal norms. Unfortunately, media outlets have not yet adequately highlighted these significant issues, leading to limited public awareness and insufficient action. This qualitative study uses in-depth interviews, media content analysis, and thematic literature review, specifically focusing on Pakistani print media (newspapers and magazines) and digital media (online news portals and social media) to examine how effectively these platforms address women's empowerment issues. Findings highlight the media's current shortcomings and emphasize the urgent need for responsible and proactive reporting. By clearly identifying gaps and suggesting practical measures, this research aims to enhance media responsibility, ultimately fostering greater public awareness and improving the lives and empowerment of Pakistani women.

Impact of Gaming on Stress Reduction and Coping Mechanisms on Youth

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In today's world, games have become an important way to reduce stress and help people deal with challenges. This study looks at how gaming affects stress levels and how people use video games to cope with personal problems. The research shows that many people turn to gaming as a form of escape, finding comfort and control in the virtual worlds of video games. Data reveals that certain types of games and their challenges play a key role in providing these benefits, with many participants reporting a sense of accomplishment and social connection through gaming. According to the findings, Gaming Habits (GH), Stress Reduction (SR), and Coping Mechanisms (CM) were found to have strong relation through the correlation analysis. GH had a moderately positive correlation with both SR and CM, indicating that gamers tend to use coping mechanisms more frequently and have higher stress reduction levels. Similarly, there was a strong positive correlation between SR and CM, indicating that coping mechanisms tend to be more prevalent when stress reduction techniques are utilized more effectively.

The Impact of Social Media on Gym Retention

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This study explores how social media content from gyms impacts retention in gyms, especially one of the significant challenges faced in public health and business operations. The paper analyses how motivational, educational, and community-oriented forms of social media content differ across the Instagram, YouTube, and TikTok platforms and their effects on gym attendance and demographic groups. The study included psychological factors as mediators for the relationship between content consumption and retention, that is, intrinsic and extrinsic motivation, social comparison, and community engagement. A combination of statistical tests - t-tests and ANOVA - with the thematic analysis of interview data were used to establish a nuanced understanding of how digital content related to the gym may influence long-term fitness behavior. Thematic analysis identified five superordinate themes: digital content is an initial motivator, transformation from extrinsic to intrinsic motivators, exaggerated expectation and social comparison, practical benefits derived from instructional content, and a general sense of belonging and meaning imparted by the digital platform. These findings suggest that while digital content can be a powerful entry point for gym engagement, sustained motivation is driven by personal growth, self-determination, and community support. The study provides valuable insights into how gym operators and public health advocates can refine engagement strategies to minimize attrition and improve retention rates, emphasizing the role of realistic, inclusive, and community-focused content in promoting long-term physical activity.

Keywords: Gym Membership, Social Media, Fitness Engagement, Public Health, Digital Media Content Effectiveness.

Artificial Intelligence and Journalism: Difficulties and Opportunities for the Media Professionals of Pakistan

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The news media environment has changed in many industrialized and growing nations during the last 20 years due to technological advancements. The advent of automated artificial intelligence procedures in various facets of information creation and distribution is causing changes in journalistic behavior, particularly in large nations. The function of journalists as messengers is now being replaced by technology and gadgets. Analyzing when artificial intelligence has started to affect more technically developed journalistic operations and news offices in low-income nations is crucial. To examine the effects of AI in additional comparable socioeconomic situations and broadcast service environments, it is essential to have a better understanding of how AI might change journalism behavior in a low-income nation. This research does just that by utilizing the Human-Machine Interaction paradigm. Thus, the instance of Pakistan is precisely reflected in this paper. It looks into whether Pakistani journalists understand the method of human-machine collaboration and how they see artificial intelligence (AI) as a communicator. This study examines the possibilities and limitations of using artificial intelligence in Pakistan's major press industry. This paper utilizes the analytical technique of comprehensive conversations to accomplish these goals, and theme assessment is used to convey the results.

Effect of Media Violence on Pakistani Youth

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Media violence has become increasingly prevalent across the globe, particularly in developing nations like Pakistan. This study aims to explore the impact of media violence on the psychological, behavioral, and emotional well-being of Pakistani youth. Employing an exploratory, qualitative research approach, the study utilizes questionnaires, interviews, and textual analysis to examine media consumption patterns and their effects. The findings reveal a significant positive correlation between exposure to mediated violence and adverse outcomes. Specifically, media violence is shown to heighten aggression, foster desensitization to violence, and trigger emotional disturbances among viewers. The paper emphasizes the importance of implementing regulatory measures for media content, active parental monitoring of children, and community-based interventions to mitigate these effects.

Press Clubs, The Journalistic Field and The Practice of Journalism in Pakistan

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Some original research into the role of press clubs in Pakistan is the subject of this article, which demonstrates how media systems and social structures exert powerful formative effects on journalism practice. Using field theory developed by Bourdieu, it examines the Pakistan field of journalism and the sites from which journalists defend themselves and their grouping of interests. The press club is an essential part of the Pakistani news world. Based on an empirical study of 576 journalists and focus group discussions, the divisions of journalistic field between autonomy and heteronomy are not that clear cut. In Pakistan the journalists through the press club system they use as a mean to pursue their own self-interest. To understand news production and journalism and to understand how they are done, it is necessary to recognize that they are themselves forms of social organizations that are socially, culturally and historically situated.

From Pixels to Peace: How Gaming Reduces Stress in Young People

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In today's world, games have become an important way to reduce stress and help people deal with challenges. This study looks at how gaming affects stress levels and how people use video games to cope with personal problems. The research shows that many people turn to gaming as a form of escape, finding comfort and control in the virtual worlds of video games. Data reveals that certain types of games and their challenges play a key role in providing these benefits, with many participants reporting a sense of accomplishment and social connection through gaming. According to the findings, Gaming Habits (GH), Stress Reduction (SR), and Coping Mechanisms (CM) were found to have strong relation through the correlation analysis. GH had a moderately positive correlation with both SR and CM, indicating that gamers tend to use coping mechanisms more frequently and have higher stress reduction levels. Similarly, there was a strong positive correlation between SR and CM, indicating that coping mechanisms tend to be more prevalent when stress reduction techniques are utilized more effectively.

Keywords: Gaming, Stress Reduction, Coping Mechanisms, Video Games, Mental Well-being, Correlation Analysis, Youth.

The Role of Fear and Anxiety in the Spread of Fake News on Social Media Platforms

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The expansion of phony news via web-based entertainment stages has turned into a squeezing worldwide concern, compromising cultural union, majority rule cycles, and public trust. This paper examines the mental and social components through which dread and tension add to the creation, dispersal, and utilization of misleading data. Dread, frequently set off by emergency circumstances, primes people to look for sure fire clarifications and supports a dependence on genuinely charged, distorted stories. Likewise, uneasiness — described by uplifted vulnerability and decreased mental control — sabotages decisive reasoning and builds helplessness to falsehood. The concentrate further investigates how web-based entertainment calculations exploit these close to home weaknesses, elevating thrilling substance to amplify commitment, coincidentally energizing the spread of phony news. Through an interdisciplinary methodology, coordinating experiences from brain research, neuroscience, humanism, and information science, this paper exhibits how dread and nervousness capability as impetuses in the viral idea of falsehood. Experimental proof is drawn from contextual investigations, including the spread of phony news during worldwide emergencies like pandemics, decisions, and clashes. The paper likewise digs into the job of social and social elements in enhancing profound reactions, cultivating carefully protected areas, and normalizing the sharing of misleading substance. At long last, the review proposes significant proposals to moderate the job of dread and tension in the spread of phony news. These incorporate the advancement of computerized media proficiency, the plan of intercessions to diminish close to home control, and algorithmic changes to focus on exactness over virility. The discoveries highlight the pressing requirement for a multi-partner way to deal with address the close to home and mechanical elements of the falsehood emergency, guaranteeing a more educated and strong society.

The Impact of Internet Shutdowns on Digital and Gig Economy Workers: Analyzing Effects, Reactions and Behavioral Outcomes.

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The massive advancement of the gig economy and digital workspaces in country has revolutionized job opportunities it offers significant avenues for earning to freelancers, remote workers, and online digital entrepreneur. However, government-imposed internet shutdowns holds critical challenges, leading to huge financial, psychological and social repercussions for internet dependent workers. This study investigates the impact of internet shutdowns on Pakistan's gig economy workforce through a sequential explanatory mixed-methods research approach to investigate the effects state imposed internet shutdowns on their online business operations, psychological well-being, social behaviors and political perceptions.it also provide the insight through semi structured interview from relevant government personnel for implementing these shutdowns how these are important for national security and what are the policy to compensate economic loss caused by disconnectivity. The study covers a conspicuous research gap by identifying financial, psychosocial, and political sides of internet shutdowns, along with it perspectives from affected online workers and government policymakers. By filling this gap, it aims to recommend actionable strategies that balance national security imperatives with the rights and livelihoods of digital workers in Pakistan.

Algorithms and Their Role in Amplifying Fake News in the Digital Media

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The widespread dissemination of false or misleading content on digital platforms has become one of the most pressing issues in today's information ecosystem. Today, the information we consume is mainly shaped by algorithms, whether through news aggregators, Google searches, YouTube recommendations, or Facebook news feeds. Algorithms designed to enhance user engagement and personalization often inadvertently amplify misinformation, exacerbating societal divides and undermining public trust. The processes of data collection, labeling and storage play a crucial role in shaping machine learning algorithms. These practices are a major source of algorithmic bias, which can be exacerbated through harmful feedback loops in the data. This research examines the dual role algorithms play in spreading fake news through an analysis of survey responses from informed social media users in Pakistan. It provides insights into user awareness, perceptions of algorithmic amplification. To address these goals, this research uses the quantitative method of survey, and present the findings using quantitative descriptive analysis. The data is based on survey results with closed-ended and Likert-scale questions, which quantify user perceptions and behaviors. Whereas, the findings are presented using percentages, highlighting how often specific responses occur.

Effects of the Fashion Industry on Youth through Social Media: A Study of People of Islamabad

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This research delves into the dynamic relationship between social media, youth, and the fashion industry, focusing on self-esteem, body image, and consumer behavior. By surveying a diverse group aged 16 to 35, we uncover trends and patterns in their social media engagement. Key findings highlight Instagram, YouTube, and TikTok as prominent platforms, indicating diverse preferences in fashion content consumption. Regular following of fashion influencers and a keen interest in the latest trends emerge as common practices among respondents. The study demonstrates the significant impact of social media on body image perceptions, with examples illustrating the influence of idealized beauty standards. In terms of consumer behavior, a majority acknowledge the role of social media in their fashion-related purchases, driven by influencer recommendations, trendy styles, and peer influence. Self-esteem and confidence, the research reveals a nuanced relationship, where social media both negatively influences and positively inspires individuals. Respondents express a collective desire for changes in the fashion industry on social media, emphasizing the importance of realistic portrayals, diverse representation, and better regulation of sponsored content. This research contributes valuable insights to the ongoing discourse surrounding the intersection of social media, youth, and the fashion industry, shedding light on the multifaceted impact and evolving trends in this digital landscape.

The Influence of Social Media on Self-Identity and Expression: A Study of People of Islamabad

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The emergence of social media platforms has transformed the way we communicate or share ourselves in digital media. This research shows that the people have different ways of using social media and its impact on identity and self-expression. Some people find it attractive to share their life online while others find it challenging to express themselves on digital platforms. The findings highlight how the online world is connecting to users' real world perspective. It is crucial to consider how social media platforms impact our life and way of expression. The study shows the user have to be smart to use social media to stay safe and true to themselves. It is important for user to develop a sense of media literacy and critical thinking skills to protect their identity and self-expression form any harm.

The Influence of Short Attention Spans on Advertising Strategies in Pakistan

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The evolving media landscape and the proliferation of digital platforms have drastically altered consumer behavior, leading to shorter attention spans among audiences in Pakistan. This phenomenon poses significant challenges for advertisers, requiring innovative strategies to capture and retain consumer interest. This study examines the impact of short attention spans on advertising strategies within the Pakistani context, focusing on how brands adapt to ensure message retention and engagement. It explores the effectiveness of concise messaging, visual storytelling, and personalized content in resonating with diverse Pakistani demographics. The research also highlights the role of cultural elements and regional diversity in shaping advertising content that aligns with consumer preferences. By conducting qualitative interviews from marketers and advertisers, this study provides actionable insights for marketers seeking to optimize their campaigns in an increasingly fragmented media environment. The findings contribute to a deeper understanding of consumer psychology and the evolving dynamics of advertising in Pakistan.

Virtual Vortex and Pixelated Minds: Exploring the Relationship between Prolonged Exposure to Violent Gaming and ADHD Symptoms

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The purpose of this research paper is to examine, delve into and situate these concerns using an overall approach. This study seeks to explore the relationship between long exposure given to violent niche gaming content and psychological disorders such as attention deficit and hyperactivity disorder, heightened aggression and violent behavior patterns. This study aims to find out whether the lack of parental control is one of the reasons behind time spent on gaming and consumption of violent video gaming content. This research study relies on the assumption of a mutually exclusive relationship between prolonged exposure to violent video gaming and emergence of symptoms of attention deficit and hyperactivity disorder. This study assumes that playing video games continuously and consuming violent niche of content has severe effects on psychological wellbeing of an individual. A General Aggression Model is used as a theoretical framework to justify and explain how long exposure to violent video gaming impacts on cognitive development, day to day functionality, thoughts that provoke aggression. The study will include a sample aging from 12 to 22 years of adolescents from diverse educational, financial, ethnic backgrounds as well as diverse communities. It is evident that playing violent video content has a potential effect on attention deficit and hyperactivity disorder with the experience of significant negative changes in behavior. However, it remains unclear how much daily gaming duration and time spent on gaming causes impulsivity,

inattention and lack of concentration in the long run. In a broader sense, consumption of violent video gaming content does have potential influence on an individual's mental health but the specific time duration that actually causes such mental disorders remains unclear. Individuals were likely to have a past history of mental illness or disorders who are more exposed to violent types of games.

Keywords: Violent Gaming, ADHD Symptoms, Psychological Disorders, Aggression, Parental Control, Gaming Addiction, Mental Health, Video Game Exposure.

Digital Leaders vs. Tech Laggards: Role of Beauty Tech Innovations in the Fashion Industry of North America and Central Asia

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The beauty industry, already one of the fastest growing categories in the consumer goods industry, is undergoing a digital transformation, as social media and e-commerce have revolutionized the way brands can connect with their customers. The rise of both beauty tutorials on YouTube, where influencers with millions of followers showcase complex makeup looks and an Instagram-led "selfie culture," have helped beauty sales boom in recent years. And in order to keep up with this new kind of "always-connected" customer approach, businesses eventually embrace technology to deliver unmatched customer experience which requires companies to change their business model. With the use of tech innovations like AI and AR, fashion industry started focusing on diversity and inclusivity for those who follow new trends in fashion. Being a fashion icon is not enough for industry, therefore the legacy brands with old-school, slow, or disappointing digital experiences will be viewed as outdated, obsolete and be called as tech laggards. The current paper is an attempt to explore how beauty tech innovations are incorporated by the beauty brands of North American and Central Asian countries on their websites. Precisely, the paper will explore how different tools of AI and AR are used by the beauty brands of North America and Central Asia on their websites. The paper will also draw a comparison between digital leaders and tech laggards by analyzing the websites of famous beauty brands of America (Estee Lauder, Benefit), Canada (MAC Cosmetics, Nudestix), India (Lakme, Nykaa), and Pakistan (Miss Rose, BBA) to check that those who have incorporated AI and AR, what kind of impact they have on their sales, growth, and customer engagement. Since beauty tech is spreading fast, therefore, it is recommended that Central Asian countries in particular Pakistani beauty brands should first enhance customer experience by incorporating high tech beauty innovations, and secondly to develop new business models for sales and growth.

Keywords: Digital leader, Tech laggards, tech beauty, Artificial Intelligence (AI), Augmented Reality (AR), America, Canada, India, Pakistan, Beautify by Amna (BBA).

The Cultivation of Hindi Animated Cartoons Causing the Language Change in Pakistani Children

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Cartoon networks are popular with children of almost any age, and it's usual to see that children in every home and societal class watch mostly Indian cartoons. Pakistan's media did not developed enough to create its own cartoons networks, therefore since the 1960s, children's main source of pleasure has been watching television series and cartoon movies that were made in other nations and broadcast especially Indian cartoons. Highlighting Pakistani children's language behavior following their exposure to Hindi animated cartoons is the only goal of this study. The impacts of the Hindi language, Indian cartoon series which is pushed by cartoon media and cable transmissions of Hindi animated cartoons, and how it affects Pakistani children's mother tongue are the specific objectives of this study. It also demonstrates how the parents of these kids view the language impact that these Hindi cartoons have on their children language and behavior. Data was gathered using mixed method approach from Islamabad based 60 under teen age children aged from 2 to 12 years as well as from the parents of the same children randomly chosen using two different kinds of questionnaires. First questionnaire that was administered nonverbally pictorial based of Hindi cartoon characters and second was distributed to parents of children which was closed-ended questionnaire with some discussion are included. Both the quantitative and qualitative aspects of the questionnaires were examined randomly. Based on the lexicographical changes in children language pattern and behavior that are evident in the analysis that was produced with the aid of the survey, this study may help people better comprehend these Hindi animated movies. It was also discovered that parents do not think this Hindi cartoon series are good for their children language, but after a busy schedule and social life, they don't really care what their children to watch, which is why children from high-class families also watch Hindi animated series.

Keywords: Cultivation, Hindi Animated Cartoons, Language Change, Pakistani Children.

Fake News and Media Literacy: The Role of Media Studies in Combating Misinformation

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In the digital era, misinformation and fake news have emerged as pressing global challenges, undermining public trust in media and influencing societal perceptions. This paper explores the critical role of media studies in combating misinformation by analyzing theoretical frameworks, media literacy initiatives, and technological interventions. Drawing on the context of Pakistan, the study examines how media education can empower audiences to critically assess information, identify disinformation tactics, and develop a fact-based understanding of news content. It highlights the role of journalistic ethics, fact-checking mechanisms, and regulatory frameworks in mitigating the spread of false narratives. Additionally, the paper discusses the impact of artificial intelligence and social media algorithms in amplifying or curbing misinformation. By integrating qualitative insights from media experts and quantitative data on misinformation trends, this study underscores the necessity of a multidisciplinary approach to address the phenomenon effectively. The findings suggest that

fostering media literacy and enhancing regulatory measures can serve as crucial strategies in the fight against fake news. The study concludes by offering policy recommendations for media educators, journalists, and regulators to strengthen information integrity in the digital landscape.

Less is More: Minimalist Branding's Influence on Consumer Perceptions and Loyalty in Pakistan

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Minimalist branding is gaining popularity among Pakistani consumers, reshaping how they perceive and connect with brands. This qualitative study explores how minimalist branding - characterized by simple typography, limited color palettes, and uncluttered visuals shapes consumer perceptions and brand loyalty in Pakistan. Through in-depth interviews with Pakistani consumers and branding experts, the study finds that minimalism is often associated with modernity, sophistication, and trustworthiness. Consumers in Pakistan, particularly younger demographics, view minimalist brands as premium, reliable, and aligned with global trends. However, cultural preferences for vibrant colors and ornate designs sometimes create a disconnect, making minimalist branding less appealing to certain traditional consumers. The study also highlights that minimalist branding fosters brand loyalty by enhancing brand recall, ease of recognition, and an uncluttered shopping experience, especially in digital spaces. Despite its advantages, the research identifies challenges such as the risk of appearing too plain or lacking emotional warmth, which could affect consumer engagement. The findings provide valuable insights for Pakistani businesses, graphic designers, and marketers seeking to implement minimalist branding effectively while respecting local cultural aesthetics and changing consumer behaviors.

The Populist Trap: Balancing Popular Appeal and Journalistic Integrity in Media Practices

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This study investigates the influence of populism on journalistic integrity, focusing on how media professionals in Pakistan balance popular appeal with professional ethics. Populism, as a political strategy, has increasingly shaped media narratives, often leading journalists to prioritize sensationalism and ratings over factual reporting. Through in-depth interviews with five Pakistani journalists, this research explores the impact of populist rhetoric on news content, the reliance on sensationalism, and the strategies journalists use to maintain professional standards. The findings underscore the tension between attracting viewership and adhering to journalistic integrity, offering insight into the broader challenges of reporting in a polarized

political environment. The role of media in shaping public opinion has always been significant, but in the contemporary digital era, this role has expanded exponentially. With the rise of populist politics globally, media professionals have found themselves navigating an increasingly complex landscape where popular appeal often conflicts with journalistic integrity. In Pakistan, as in many other countries, the media has been heavily influenced by populist narratives, which prioritize personal charisma and simplified solutions over deeper ideological debates or complex policymaking. Populist rhetoric, with its focus on appealing directly to the masses, has led to a new dynamic in the media's relationship with politics. This dynamic presents both challenges and opportunities for journalists who must balance the pressures of popular demand with their responsibility to report the truth. In Pakistan, populism has significantly altered how political discussions unfold in the media. Political parties use populist strategies to garner mass appeal, often leading to sensationalized news coverage and an emphasis on personality-driven politics rather than policy-based discourse. This situation is compounded by the rise of social media platforms, where sensationalism and populism are often rewarded with higher engagement, thus creating a feedback loop where media outlets prioritize content that caters to popular, albeit oversimplified, narratives.

Keywords: Populism, Journalistic Integrity, Media Practices, Sensationalism, Political Rhetoric, Public Opinion, Ethical Journalism, Digital Media, Political Polarization.

Reel to Real: A Systematic Review for Examining the Role of Films in Communicating Health Information and Addressing Misconceptions

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Films have become a powerful tool in health communication, influencing public understanding of health-related issues. They offer a compelling medium for educating audiences, shaping health behaviors, and addressing misconceptions. This systematic review explores the role of films in enhancing health literacy, focusing on their effectiveness, advantages, and challenges. The primary objective of this review is to assess the impact of films on health literacy over the past decade. It examines various types of film-based interventions, including narrative films, documentaries, and multimedia approaches, to determine their effectiveness in improving health knowledge, attitudes, and behaviors. A systematic review of literature from the past ten years was conducted using databases such as PubMed, Google Scholar, and Scopus. Studies were selected based on their relevance to health literacy, film interventions, and measurable outcomes. Both qualitative and quantitative research findings were included in the analysis.

Keywords: Health Communication, Films, Health Literacy, Misconceptions, Public Understanding, Systematic Review, Behavior Change, Health Education, Media Influence.

Understanding User Needs: A Qualitative Study on the Design Strategies of News Websites in Pakistan

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The rapid digitalization and increasing internet penetration in Pakistan have led to the emergence of numerous news websites, designed to fulfill the diverse needs of news consumers. This study explores the factors considered by news website designers in Pakistan while designing these platforms, using Uses and Gratification Theory (UGT) as the guiding theoretical framework. The research adopts a qualitative approach and employs in-depth semi-structured interviews to gather insights from 35 male and female respondents, including UI/UX designers, web developers, and digital content managers associated with leading news websites in Pakistan. The findings reveal that designers strategically focus on three primary areas to gratify users' needs: informational accessibility, interactive engagement, and visual appeal. Informational gratification is ensured through clear layout, easy navigation, and timely content updates. Entertainment and aesthetic gratification are achieved by integrating multimedia elements, engaging headlines, and attractive design patterns. For social gratification, features such as comment sections, social media integration, and user feedback options are prioritized. Additionally, the study highlights the challenges faced by designers, including organizational limitations, technological constraints, and evolving user expectations. The respondents acknowledged the significance of understanding audience behavior and needs, though many were unaware of formal theoretical models like UGT, yet their design practices reflected its core principles. This research contributes to the growing body of literature on digital media design in Pakistan by bridging the gap between media theories and practical design strategies. It also offers practical recommendations for news organizations to adopt a more audience-centered approach in the digital news environment.

Keywords: News Websites, Uses and Gratification Theory, Web Design, Digital Media, Audience Gratification, User Experience.

Students' Perceptions and Media Preferences for Positive Image-Building of Pakistan: A Quantitative Audience Study

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**PTV News

This study investigates university students' perceptions and media preferences regarding the role of media in building a positive image of Pakistan. It aims to analyze how students perceive media's contribution to national image-building and identify the media platforms and content formats considered most effective. Employing a quantitative research design, data were collected from university students through a structured questionnaire. The findings reveal students' perceptions about the current and potential role of media, their preferred media platforms, and preferred message formats for effective dissemination of positive image content. The study's results offer valuable insights for policymakers, media organizations, and content creators in designing audience-driven media strategies for national branding.

Keywords: Positive image-building, Media Perception, Media Preferences, Audience Analysis, Pakistan.

Exploring the Impact of AI on Creative Practices in Pakistani Radio: A Qualitative Interview Study

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This qualitative study explores the impact of artificial intelligence (AI) on creative practices within the radio production industry in Pakistan. Through in-depth interviews with radio producers, content creators, and technical staff from leading FM stations, the research investigates how AI tools influence content creation, scriptwriting, voiceovers, and overall production workflows. The study aims to understand the opportunities and challenges that AI integration brings to creative decision-making, originality, and professional skills in radio production. Findings reveal that while AI enhances efficiency and content personalization, concerns regarding creative dependency, job displacement, and ethical implications are also emerging. The study contributes to the ongoing discourse on the evolving role of technology in media production, specifically within the Pakistani context.

Keywords: Artificial intelligence, Radio Production, Creative Practices, Media Technology, Pakistan, Qualitative study, AI Tools, Radio Industry.

Women of Wisdom Online: Mapping the Digital Platforms, Content Strategies, and Audience Engagement of Female Islamic Scholars in Pakistan

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This study explores the growing digital presence of female Islamic scholars in Pakistan and their engagement with online audiences through various social media platforms. By examining the platforms they use, the themes they address, and the strategies they employ, the research aims to map how these women are reshaping Islamic discourse in the digital age. Using qualitative content analysis and digital ethnography, the study analyzes content from a selected sample of female scholars active on YouTube, Instagram, and TikTok. It also evaluates user interaction to understand the nature and depth of audience engagement. Findings reveal that these scholars are not only expanding the reach of Islamic teachings but also offering nuanced discussions on women's roles, contemporary issues, and ethical living. The article contributes to ongoing conversations in digital media studies, religious communication, and gendered religious leadership in Muslim societies.

Keywords: Female Islamic Scholars, Islamic Discourse, Digital Age, Pakistan.

Women of Wisdom Online: Mapping the Digital Platforms, Content Strategies, and Audience Engagement of Female Islamic Scholars in Pakistan

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In the digital age, the rapid spread of misinformation and fake news has emerged as a significant concern, particularly among university students who are active consumers of online content. This study investigates the impact of digital media literacy on fake news vulnerability among university students in Pakistan. Adopting a quantitative research design, data were collected through a structured survey questionnaire adapted from Eristi & Erdem (2017) and Tokita (2024). The sample comprised students from various universities across Pakistan. Using correlation analysis, the study explores the relationship between the levels of digital media literacy and susceptibility to fake news. Findings reveal a significant inverse relationship between digital media literacy and fake news vulnerability, indicating that higher media literacy reduces the likelihood of falling for fake content. The study highlights the importance of integrating digital media literacy into educational curricula to equip students with critical thinking and evaluation skills needed to navigate the complex digital landscape.

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