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A STUDY ON CORPORATE GOVERNANCE AND THE IMPORTANCE OF RELATED ELEMENTS IN PAKISTANI CONTEXT: A POSITION PAPER

Mohammad Adil Khushi¹

Abstract

Pakistani corporations are facing a backlash in global recognition and this is somehow affecting their business and trading. Similarly, the corporate structure of these companies are mostly based on financial reporting since there are regulating bodies in Pakistan, responsible for evaluating financial transparency. In order to meet the international standards and make a Pakistani economy a progressive one, there lies a strong need for applying corporate governance structure. This study focuses on why there must be dedicated efforts for implementing corporate governance, corporate sustainability and reporting. Methodology for the study was purely qualitative, secondary source since a comparative analysis of previous research studies was conducted. Along with this, various articles, blogs, and reports were kept a source of information and research. The study concluded there is a strong need for actively getting aware of the governance practices and standards followed by international corporations. Since SECP has already issued notices regarding governance codes, the only shortcoming identified is the lack of concern, interest and implementation. Future researchers may add value to this study by proving the facts in the quantitative manner as many researches has done the same.

Keywords: Corporate Governance, Pakistan

1. Introduction

The prime focus of this study is regarding the adoption of corporate governance and its importance at the strategic level of any organization. Issue of transparency and financial accountability has been making headlines recently. Globalization, among other reasons, has made the organizations to adopt the code for corporate governance and ethics. This results in streamlining of business operations, encouragement to the investors and shareholder's satisfaction. The implementation helps in achieving assurances for the lenders including high net worth individuals, banks, financial institutions, mutual funds and also government institution feel more safe and protected for such assurances. It is also important to note that both developed and especially the developing countries now understand the significance of corporate governance. The renowned reality that the efficiency of the corporate sector is an important determinant to gauge out the firm performance also as a protector of interests of stakeholders has enhanced the world point of

view about this essential topic (Ghulam Mustafa, 2017).

Another definition of corporate governance in the article by (Mohamad, 2004), describes it as the relationship between the shareholders, managers and directors including relationship of the corporation to society and stakeholders. On the other hand, looking at the broader version of the definition, it is an amalgamation of intentional practices as carried out by the private sector, various laws and regulations and listing regulations that permit any company to perform efficiently, meeting legal and societal expectations, attaining capital attraction and generating profits. Regardless of the CSR definitions, basically corporate governance through its implementation and ideal use of corporate assets ensures that the management is capable and professional enough to the satisfaction of the investors and auditors.

The principles and standards corporate governance have been improved worldwide most recently. Therefore, it is critical for Pakistani

banking industry to take after those improved principles and standards. For this reason, the SECP (Security Exchange Commission of Pakistan), subsequent to 2002, resolved to update these measures and codes so as to stay on a competitive edge with international applicable standards and markets. The organizational codes have been overhauled in 2012 (Ajab Khan Burki)

2. Initial concept; Corporate Social Responsibility

For us to understand the notion of governance structure, its impact on the overall organizations performances and its outcomes in Pakistan perspective, we need to start the discussion from the CSR (corporate social responsibility), the basic business ethics and then the corporate governance. Back in the time of Adam Smith till the Great Depression, even though CSR existed but was not regarded as a noteworthy problem. From the 1930s, and gradually into the 1960s, this concept raised to much more prominence in various domains including theory and practice of law, economics, politics and business.

We have seen many various definitions of CSR, with minimum agreement on any. CSR on the whole, relates to the ethical and responsible treatment of all the stakeholders of any organization. This concept means a treatment of stakeholders which is generally acceptable in any society that is civilized. Considering that stakeholders are only within and organization but outside as well, a main stakeholder is hence the natural environment and therefore part of the economic responsibility of the organization. So in fact a larger purpose of any organization apart from the profit motive is to increase the general standard of living of all the stakeholders related to it even if outside the company. (Hopkins, 2004).

To date, the generation of profits for its shareholders has been the major and highlighted responsibility of corporations has been to. "Corporate responsibility" explains however, the addition of "social" stresses the addition of other features, such as the much broader economy, including the environment in addition to the shareholders. This further extend a point that now corporations not only require to generate profits for the economical acceptance in the society but also needs to show not only their concerns but

provide actions to fulfill the social, legal and philanthropic responsibilities as an evidence corporate citizenship.

Every organization is not likely to be convoluted in each aspect of social development since not all can afford neither should be expected to fulfil these duties as it requires certain experience and industry exposure which helps them in filling these responsibilities. For a corporation to be tangled in CSR, either inside the firm or from the outside, the products and services (for example financial or advisory services) of the company will attract the consumers more than ever, hence resulting in the organization being more successful. Accepting the reality factor as increase in costs but the benefits will definitely outweigh the costs involved.

2.1 CSR Responsibilities- A Need for fulfillment by Corporations

To highlight the responsibilities that corporations are expected to fulfill in order to achieve their badge of corporate citizenship; Carrolls four part definition best defines the whole case of corporate social responsibility (Archie B. Carroll, 2013).

"For a company the CSR includes the ethical, economic, discretionary (philanthropic) and legal expectations that a society has at a given point of time from the organizations"

Producing goods and services that are the need of the society, are at fair prices, representing and delivering true value and providing adequate growth with profits for survival and growth with encompassing rewards for investors are the economic responsibilities corporations needs to objectify for their legitimacy.

Arranged by the lawmakers in the society and also established by society from their view point, legal responsibilities are somewhat also considered as codified ethics. Compliance with such laws is a strict responsibility corporations follows. Though many businesses sometimes do not agree with certain laws established for the society, with a political process, these laws are dissenters by the corporations.

While speaking in literal sense, the philanthropic responsibilities are considered responsibilities as

they cover public expectations at large. Similarly, the same public has the expectation of businesses giving back to society sealing a social contract between corporations and society. Voluntary involvement by corporations, product or service donations, partnerships with local government or other corporations or employee volunteerism or any other sort of corporate giving are some of the example of few activities carried by corporations for societal expectation.

3. An introduction for governance in Pakistan

In his time as Finance Minister, Mr. Shaukat Aziz highlighted the economic conditions in 2000. As per him the Pakistan was dealing challenging times with uncertain macroeconomic activities and their instability, boosting of the growth rate, managing and reducing poverty, reinstating the trust of the business community and investors thereby improving the overall structure in the government offices and departments as well. For bringing Pakistan right on the steady economic progress and to tackle all these concerns, a multidimensional and comprehensive plan was required. This can only be possible after a collective effort involving all the organizations, institutions and public sector departments. A committed and consistent effort of all the stakeholders is required for this to be conceivable and for our country to reach the rightly deserved level of growth.

In an article by (Aamir Firoz Shamsi, 2013) governance is described as "The manner by which a function is conducted, and hence corporate governance is the manner by which corporations are and should be conducted. The term contains many attributes of which trust, transparency and accountability are fundamental aspects. It includes all aspects that are significant to decision making in a company"

This builds a good understanding that this type of governance system is a system through which corporations are guided and managed. Similarly, the board of directors remains responsible for the good governance of their respective companies. The shareholders must also be actively involved in the role of governance to ensure that governance structure appropriately implemented. The setting of strategic aims remains the responsibility of the directors involving the reporting of the same to their

shareholders.

This sums up to the point that the need for designing a corporate social or public policy has to be done on the higher level where the directors are directly responsible for setting up strategies for the entire corporation or enterprise. This is where majority of the Pakistani corporations lacks the serious understanding of including the social or corporate governance on the strategic level. The implementation of the corporate governance is also an important criterion for the Pakistani corporation's performances as far as the business strategies are concerned.

3.1 Code of Corporate Governance for Listed Companies as issued by the SECP (Securities Exchange Commission of Pakistan)

While Mr. Shaukat Aziz was the minister for finance and economics, many reforms were sort out in order to uplift the overall challenging condition of Pakistani economics. He planned to take actions including monetary policies changes, fiscal policies changes and exchange rate policies changes as these would have been the most effect on the overall economic sustainability of Pakistan. With these such measures, it was anticipated to touch a stabilization level yet alone stabilization cannot offer all-encompassing outcomes without measures being taken across the many other non-economic areas of Pakistani government. The role of SBP (State Bank of Pakistan) was also changed during the tenure of this government, capital adequacy was also ensured in banking sectors of Pakistan, especially focusing on the rapid modifications taking place in the sector as per the international best practices. SECP was therefore a lot more empowered in 2002. (Economic-Survey-Pakistan-2001-2002)

In the amendments to the Code Corporate Governance back in 2012, the Chairman SECP mentioned:

The revisions in the Code are indicative of the fact that governance standards are dynamic and need to be reviewed to keep the governance framework relevant and effective. Therefore, in order to keep pace with the constantly evolving financial markets corporate sector and the resultant governance benchmarks, the process of revising the Code was initiated. The objective was to further improve and raise the standards of

corporate governance in the country while at the same time taking into consideration the global developments in corporate governance.”

The Code of Corporate Governance as issued for 2012 consisted of fourteen chapters with forty-two regulations which were, for the purposes of compliance, were followed by all the listed companies on a mandatory basis.

The 2002 SECP manual for corporate governance provides, "The Code" as; formed with the intention to maintain stakeholder's rights, provide best framework for listed companies and give such companies a steered direction. The abovementioned manual of 2002 had also imbedded the updates and practices of various other countries - mainly these countries included those countries whose law is a lot identical to the scenarios in Pakistan's -especially in the structuring of the governance modeland designing (Aamir Firoz Shamsi, 2013).

"Impact Assessment of the Code of Corporate Governance 2002", based upon a study by the government of Pakistan recommended that the listed companies must publish their compliance statement with corporate governance as part of their annual reports, reviewed by their auditors. If the statements fail to satisfy the fitness or compliance possibility by the corporation, SECP may provide relaxation to such firms based on certain consitions (Impact assessment of the code of corporate governance, 2002).

Prior to sharing of the final position for the significance of executing corporate governance by corporations of Pakistan, some quoted regulations are mentioned in this paragraph as obtained from(Listed-Companies-Corporate-Governance-Regulations, 2017) SECP manual. Regulation four of the second chapter lists down the basic requirements of board members, having the requisite skills, experience and knowledge as per the company's operations. The regulation seven of the second chapter lists down the requirement that the board shall have at minimum one female director on the board. The regulation fifteen of the fifth chapter requires for the details of related party transactions to be placed before the audit committee of the company periodically before the review and approval of the board. The regulation twenty-two of the eighth chapter lists down the criteria for the removal of the chief

financial officer, company secretary and the head of internal audit after the approval of the board of directors.

3.2 Family businesses and Corporate Governance

When we dig into researches related to well establish corporations, we realize that one of the foundations of the world's business community are family businesses (Alfred Sarbah, 2015). According to Ward, (1991), family businesses are representing a prevalent and prominent form of enterprises over the world in the economic and social landscape. Research shows, in United States, Canada, Europe, Australia, and Latin America majority of the businesses are formed primarily as family businesses and have a strong impact on the national economies growth (Poutziouris, 1997). As the family business expands, there arises a need not to disrupt company's growth with leadership transition. Family businesses, as they are the results of years of dedicated hard work, at one point has to establish corporate governance structure which can help such businesses in creating a well refined organization structure, clear roles, reporting channels and delegation of responsibility. Along with this, corporate governance becomes a stepping factor for drawing the line between ownership and management and separate policy direction from day-to-day running of the company (Gatamah, 2008).

Jotting down the context of Asian Businesses environment or the landscape, the overall industry is dominated by SME's to larger to trading business firms which are either owned or controlled by families or are a sub-part of business groups (Peng M. W., 2010). Such heavy rely of Asian Economies on informal corporations is due to the reason of scarcity of strong formal institutions, and therefore informal institutions are governing corporate and business issues (Peng M. W., 2000). Asian family firms, on order to avoid and overcome a business uncertainty, they rely heavily on informal structures for example business groups and networks that are obviously built on components of trust and loyalty with family, friends and governmental officials. Also, it is a fact, that many Asian family firms comprises of curious yet distinct characteristics such as familial or

femaleness, ownership of family assets and prolonged business networks (Huybrechts, 2011). All in all, Asian family firms in nature are customary and risk averse (Luis R. Gomez-Mejia, 2007). With the above discussion, it is indicated that different forces can effect on corporate governance in Pakistani firms. So to develop a better understanding of corporate governance under various theoretical perspectives, comparative studies of other family firms specially those located in Western and Asian economies (Umar Burki, 2012)

In Pakistan, family ownership of the firms are getting more concentrated and becoming a major issue in the economy (Ali, 2015). This concentration of the family owned firms covers almost half of the corporate ownership owned by large or concentrated owners (Javid, 2008). This concentration by the family owned firms has a negative impact on the company performance and reduces the overall corporate efficacy and country-wide economic development (Afgan, 2016). One of the reason for observing lack of corporate governance structure in family owned firms is due to the conflict of interest between individuals responsible for managing the company, sometimes exploiting the interests of minority shareholders or straightly lack of acknowledging the impact of proper governance. Since few family members control the overall resources for the company, it gets harder to convince to develop a board and structure for managing the business with spread out recognition.). Despite the existence of CG codes, the performance of family owned-firms decreases (Afza, 2015). The role of controlling shareholders in Pakistan varies due to the preference of firm owners (Tahir, 2015). The International Finance Corporation (IFC, 2007) highlighted weaknesses of CG governance in Pakistan. IFC, emphasized that the corporate board has low percentage of experienced personnel and low or no protection for minority shareholders.

4. Need for Corporate Governance

In a research study on "The Importance of Effective Corporate Governance" (Mohammad, 2004) this governance structure is regarded as an essential part of any organization as it rest on investors, its managements and boards for its

successful implementation. The study also highlighted four important areas for its corporate governance structure to be effective in gaining capital attention:

- a) Fairness in ensuring rights of all the stakeholders (shareholders, minorities etc.) and its enforcement.
- b) Transparency in disclosing critical and relevant facts and figures relating to the performance and corporate governance.
- c) Accountability as in roles and responsibilities held in shareholder's interests supervised by the board of directors.
- d) Responsibility after guaranteeing the compliance for corporate governance reflecting the society's values as per the other laws and regulations.

Focusing on the banking sectors in Pakistan, in a study based at the banks internal audit practices, (Ajab Khan Burki) tried to understand how the internal audit best practices are being led to good corporate governance are. In their study, focusing only on the banking sector of Pakistan, to determine the internal corporate audit efficacy on corporate governance, three main aspects were kept in view, which include:

1. The efficacy of internal corporate audit in relation to top management for corporate and organizational governance measures;
2. The audit department in terms of competencies and resources for effectively coping up with audit; and
3. The activities related to managing the risk.

For the purpose of this study, self-disciplined questionnaires were distributed to the audit department of twenty-two major banks of Pakistan for having a thorough survey. The questionnaires comprise of three major portions for having various questions related to the given three independent variables and the dependent variables. The first part of the questionnaire consisted of questions related to general characteristics of employee working in that department. The second part comprises thirty-seven questions related to the three elements of the internal audit. The third part comprising thirteen questions related to the organizational and corporate governance which is a related variable. The results showed that internal

corporate audit's efficacy has significantly associated relationship with organizational and corporate governance of banking sectors of Pakistan. Among the respondents, 81% urged that the audit department should meet the milestone defined by audit committee, 93% urged the importance of audit department to work independently, 39% shoes satisfaction for staff adequacy. The overall findings of this study were concluded positive in relation to internal corporate audit activities.

Since audit, being an important function in the banking sector of Pakistan, we see yet another point for the importance of corporate governance not specifically needed in one sectors but many other like banking as one. Even though the audit practices in Pakistan are still facing corporate governance issues, which is currently more reliant on old traditional techniques. The modern world requires and necessitates the urge for using the sophisticated technology for more accurate and in-time functionality with optimal time frame.

(Ghulam Mustafa, 2017)tried to explore, in their research, how the corporate governance affects the efficiency of the industrial sector specially textile industry of Pakistan. The study was designed to examine the connection between corporate governance and firm performance and the impression of Pakistan's textile industry on the whole performance of corporate sector. The variables like; board composition, leadership structure, board committee and leadership composition were studied in contrast with ROE and ROA individually. Choosing five textile industries of Pakistan, using secondary data sources for data collection, the researchers concluded that there is a magnificent placement between the overall performances of the firm when compared with cooperation level of the corporate sector. There is also a dire need to renovate the conditions of corporate performance due to good but quality corporate governance.

Aamir Firoz Shamsi, (2013) studied the impact of corporate governance on company performance. Thereon, this study answered two of the questions; the tool or methodology used to measure the compliance and the impact on company performance of the corporate governance. Keeping the code of CG by SECP, the researcher used secondary data collection method as it was a non-survey based research,

data was gathered by the researcher data from various annual reports of companies, available books and the internet. The information was gathered in dichotomous format and hence no sampling was necessary apart from the selected articles that were purely significant to the study and its subject matter. It was observed, majority of the companies are not complying fully with these codes and mostly just focusing on the financial aspects. Reason behind is, that there are more regulatory bodies and authorities to monitor the financial aspects and practices being followed by the companies in Pakistan, whereas for compliance in non-financial practices, merely there is any institute to supervise.

4.1 Challenges of corporate governance

Throughout the years of research, many findings have laid down the facts, that with the strong well intended and directed execution of corporate governance there will be challenges. Many have already faced these issues. For example a concept of golden parachute, whistle blowing, poison pill and many other related problems a management can face at the time.

Usually we have studied whistleblowers as selfless, brave, bold, confident yet martyrs for the interest of the public and organization to speak up for the group or individual those who are accountable for any actions. Views about whistleblowers vary widely and also relates to the strong cultural values or factors. With no doubt, whistleblowers, individual or groups like these rises mostly where there is repetitive corruption, wrong doings or any unethical practices or sometimes mix of these all. In a society, like Pakistan where accountability of actions are usually untapped, where bigger giants are facing much less harsh times for manipulating their practices - whistleblowers faces a lot of repercussions, scuttled, ostracized of their activities or sometimes may lose their jobs. Such management issues are so widely yet easily accepted and followed by major organizations which show such mishaps are so deep rooted and channelized from one another into developing a much false system for the society. This creates a strong need for having a whistleblower in Pakistani organizations along with having a policy for protecting them. In a research (Singh, 2013), emphasizes for why there must be legal protection for whistleblowers, who, somehow

are one of the representatives of ensuring well managed corporate governance. In the paper, they described policies for protecting the guardians of corporate governance vary from country to country. For example in UK "the workers who blows the whistle will be protected if the disclosure is made in good faith and is about (i) a criminal act, (ii) a failure to comply with a legal obligation, (iii) a miscarriage of justice, (iv) a danger to health and safety, (v) any damage to the environment". In USA, after the revision of False Claims Act in 1986 (which was originally developed in 1863 for the first time), it was reformed for the purpose of combating fraud by suppliers to the federal government during the civil war. In USA, the protection is mandatory, and will be given a share of compensation.

Golden parachute practice is usually seen at the time of merger and acquisition. To some, this is beneficial for the stakeholders whereas, others consider it unethical or unfair under the means of corporate governance. GP relates to excessive compensation. Talking about the challenges occurring under the rules abiding execution and implementation of corporate governance, golden parachute is one of the biggest challenge organizations deals with. (Jocelyn D Evans, 2009) provide quantitative empirical analysis of the issue; that whether golden parachute agreements are ethical or not and whether these compensation schemes should be considered or not. According to (Jocelyn D Evans, 2009), if the board of directors enter into golden parachute agreements for ethical reasons, promises to benefit to most stakeholder groups by facilitating wealth-increasing mergers or takeovers, in this case such agreements are not to be frustrated for. On the other hand, those who disowns GP come up with the fact that it sometimes layoffs jobs and creates uncertainty because any merger or takeover or acquisition has a fundamental practice of eliminating doubling of jobs. Similarly, some stakeholders consider it unfair for the excessive remuneration and compensation package of directors and chief executives to be far less worthy and create a disparity among other stakeholders.

Poison pills' inception was observed in the late 80's and since then various researchers in academia industry have been studying it defenses. In the event of hostile acquisition bid, certain plans are issued to the shareholder along with few granted benefits. Such plans allows

shareholders to impose a significant economic dilution to the bidder, making a hostile takeover very expensive (Gine, 2017). Where poison pill is considered as defense for hostile takeover from a potential bidder, other argue that it does not impair shareholder rights, instead they motivate a direct negotiation in raising higher prices from bidders.(Gine, 2017; (Co., 1997; (Lee, 1988)). Another further argument by few researchers is that, the adoption of poison pill reflects the desire of shareholders, those who effeciently want to contract with managers specifically In an environment where the hostile takeover are near to happen, where the internal organizational governance and accountability are in order and well maintained. (Chakraborty A, 1998). One of the ways to express discontent regarding the adoption of such hostile acquisition or takeover is when shareholders submit their shareholder proposal. A shareholder proposal is notified for the removal of poison pill, signaling the discontent of shareholders and irresponsiveness of managers to shareholders concerns (Bizjak, 1998).

4.2 Integrating Corporate Sustainability into Corporate Governance

Another key area that is driving major corporations around the world to incorporate in their governance structure is the function of sustainability. Sustainability can be defined as the ability to maintain the quality of life, with consistency in improving it as a responsibility. It is a strategy which focuses on the company productivity, on the creation of value by keeping in mind dimensions followed environment, economy and society. (Kruse, 2010).

In addition to the above discussion, where the importance of corporate governance is highlighted specially in Pakistani organizations context, many researchers have laid down facts of why there is a change in corporate reporting and how the governance is evolving in keener approach. As Rossouw explored, companies are now even maintaining the "ethics of the corporate governance" along with maintain other ethical areas. In this way, managers now are ensuring certain standards and norms those which are designed, structured and implemented for specific purpose of looking after ethics. This shows that corporations are building a view of corporate governance as being geared towards

ensuring that their companies are taking responsibility for directly controlling their affairs in a manner that is fair to their stakeholders. (GJ., 2005)

In line with general literature regarding corporate governance which mostly involved comparative analysis on various system developments for example by [(Bedicks HB, 2005), (N., 2005), (Kimber D, 2005), (LV., 2005), (J., 2005)], it is now indicated there should not only be ethics in corporate governance but also ethics of corporate governance which are now termed as Corporate Sustainability. The reporting of corporate sustainability became a mainstream business activity after the Amsterdam Declaration on Transparency and Reporting of the Board of The Global Reporting Initiative from March 2009. Since then many global leaders from business, labor and civil society have been declaring their lack of transparency in their existing corporate reporting system which is also failing their stakeholders (Alena Kocmanová, 2011). This started publication of environmental events or incidents which were focused for public attention by particular companies and sectors (A., 2005). Certain companies are more diverted towards the external advisory firms and their respective board committees for example, boards or firms who are established to govern ethical performances on environment, social, and economical responsibilities. In such cases, companies link corporate governance with sustainability in general approach. There are big names, who have developed such specific boards, for example; Ford has 'environment and public policy', Merck has 'public policy and social responsibility', Shell developed a 'social responsibility' committee. Similarly, GlaxoSmithKline, a pharmaceutical giant, their corporate responsibility committee actively conducts their meeting in every quarter annually (BP, 2004).

Numerous companies in Czech Republic have already implemented and made themselves certified for Environmental Management System as a part of their management system, under which information related to quality, environment, and health and safety is monitored. In this way, Czech companies are smoothly rectifying their codified registered key performance indicators. In this way, such companies, at the time of need, are able to aggregate such data and incorporate them into

their corporate sustainability or environmental reports (H?ebi?ek 2009).

In a report by (GRI, 2016), among 190 sustainability reports shared by SME's of countries worldwide, Colombia had 18, Europe had the most at 84 reports submitted, Asian countries had a sum of 48, excluding Pakistan with not a single report from any of the SME let alone a bigger corporation. Under the study by (Zeeshan Mahmood, 2017), they highlighted number of reasons why the practice of corporate sustainability is not followed by the Pakistani companies is due to:

- " Lack of awareness
- " Lack of training and skills
- " Lack of regulation from government and support for the infrastructure regarding sustainability
- " Lack of public pressure or demand
- " Mostly, lack of resources

5. Conclusion

The concept of Corporate Governance, in Pakistan, is still considered as an unusual idea. The main reason behind this is very less implementation and the fact that it is still not mature enough. The quoted references above shared in this article also suggest that it is a fact that in order to bring betterment in transparent and accountable corporate culture and also to improve corporate practices, SECP formed these codes and rules. Based on the above discussion, we recommend that the code of corporate governance is focused on administrative approach. Administrative improvement is almost a guarantee in the company that is in compliance with the code; however, there is no guarantee of an increase in company's performance as a result of compliance with corporate governance, especially in the context of Pakistan's corporate level.

Viability, legitimacy and relevancy of reforms to be ensured by sector champions are another recommendation for why do we require enforcing the applicability of the corporate governance for companies throughout Pakistan. Since 80% of the workforce in Pakistan remains stuck in informal sector employment, with almost zero social benefits, there must be a sustainable development in private sectors for enforcing the use of corporate governance which

will be positioned in overall growth and contributions for societal benefit like job creation etc. (Faisal, 2017)

In Pakistan, most of the companies are showing compliance to SECP rules and regulations with compulsion to run their operations smoothly. What they are missing, is the dire need of understanding the underlying benefit of corporate governance as it must be followed with a flawless intent.

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Mohammad, S. (2004). The Importance of

INFLUENCE OF FASHION INNOVATIVENESS AND SELF- EXPRESSION ON IMPULSIVE BUYING BEHAVIOUR

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Abstract:

A significant topic in the field of fashion and buying practices involves fashion innovativeness, self-expression and impulsive buying behavior. The present research focuses on understanding the relationship between these concepts. For this purpose quantitative survey research strategy was used. The data was collected from 200 students as a sample. Our sample equally included male and female participants. Therefore results could be generalized across both genders. Fashion innovators can be considered as fashion leaders, who introduce new fashion concepts in the society by wearing them when no one else accepts those clothing styles. Our findings indicated that fashion innovators more often indulge in impulsive buying behaviour. While fashion brands take advantage of this fact and introduce new products with a stress on attractive visual marketing of such products. Sales and promotions also promote their products. Professional men and women deliberately chose clothing designs that suit their job designation. In this way fashion clothing is seen as a way to express one's self in the society.

Key words: Fashion Innovativeness, Self-Expression, Impulsive Buying Behaviour and Market Segmentation

Introduction

"Fashion innovators, comprise a unique and important segment of the clothing market. They are among the first buyers of new fashionable apparel when these styles appear in the marketplace, and their reactions to new fashions may be crucial to the eventual success or failure of new styles" (Christopher, et al. 2004). They are among the first purchasers of new stylish clothing when these styles appear in the marketplace, and their responses to different fashions may be essential to the eventual achievement or failure of new styles (Jun & Rhee, 2008). Apparel marketers struggle to recognize the key appealing factors for fashion leaders (Tatzel, 1982). The fashion leaders serve the purpose of introducing new fashionable clothing styles that help the producers to fund development costs associated with delivering new fashions to marketplace

(Kacen & Lee 2002). Word-of-mouth publicity is about new trends is also conducted by them, thereby manipulating the superior number of future adopters who look to them for latest trends (Saenger et al 2013). Among the significant concepts which measure fashion drive related to consumer attitude are: innovativeness, self-expression and impulsive buying behavior (Christopher, et al. 2004). Fashion may be understood as individual's way of expressing one-self, whereas fashion Innovativeness as merits towards up-to-date and emblematic objects (Jun & Rhee, 2009). Fashion can be defined differently according to various fields of study however generally "fashion may be referred as a way of collective behaviour" that's communally customary at a given time, which is subject to change" (Kang, & Park-Poaps, 2010). Fashion could be a technique of dress designing

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at a selected time (Michaelidou, & Dibb, 2006). It involves fashion forecast about innovation and a search for new and powerful trends of fashion which take root to develop the social image of consumers. (Goldsmith & Clark, 2008). Fashionable apparel are key instrument that helps someone to satisfy their basic wants of self-expression. It is fundamental desire of every individual look attractive for this purpose people apparel, hairstyle, glasses and other accessories (Bertrandias & Goldsmith, 2006).

Fashion innovativeness

Fashion innovativeness can be understood as "individual's inclination to purchase new and different items rather than stay with previous choices and consumption patterns" (Im et al, 2003). The consumers who wear latest fashion clothing are considered as fashion trendsetters (Goldsmith and Stith, 1993). Such people are greatly interested in fashion clothing and have an inclination towards buying new trendy fashion clothing relatively in the start of fashion introduction. Fashion innovativeness is linked to the extent of inventive tendency of consumers, who adopt and approve of new clothing products (Kim and Rhee (2001). Adoption theory by Rogers (1983) divided purchasers into 5 explicit classes according to their pace of new fashion adaption i.e. "innovators, early adopters, early majority, late majority, laggards". Fashion innovators are the leading people to wear new fashion trends. "Fashion innovativeness can be viewed as a fundamental consumer feature and it is characterized as preference or openness towards new and atypical objects" (Jun and Rhee, 2009).

Self-Expression through Fashion

"Consumers can develop their self-image and identity by purchasing and consuming products". "Selecting specific products and brands helps them to shape their self-concept" (Elliot and Wattanasuwan, 1998). Such people consider their fashion clothing items as a part of themselves (Belk, 1988). Due to this fact such individuals select articles and fashion brands through which they can "materialize and define their self-concept". The role of fashion clothing in this way is to communicate personal uniqueness (Saenger et al., 2013). This can be conveyed as actual self-concept or ideal self-concept' (Kokkoris and Kühnen, 2013). Individuals can express themselves, and display who they desire to be, by displaying ideal self by carefully chosen fashion items. Fashion clothing is now phenomenally

employed as a communication tool that has a potential of indicating ones conformity to a social group or position (Holman, 1980). Fashion clothing portrays self-perception and individuality in both personal and social perspective.

Impulsive Buying

The concept of impulsive buying is now understood as "consumer's tendency to buy spontaneously, unreflectively, immediately, and kinetically" (Peck and Childers, 2006). Researchers elucidate the unintended concept of buying, involving the impulsive decision making without prior decision regarding need to buy and options of substitutes (Rook, 1987). This type of buying practice is most often a consequence of spontaneity due to the symbolic characteristics of any product (Dittmar, & Drury, 2000). Two distinct forms of impulsive purchases can be identified in the previous literature (O'Cass, 2001). One type includes 'pure impulse buying' "that occurs for variety and innovation and breaks a normal decision rule", while 'reminder impulse buying' "takes place when the individual is reminded of the need to buy a product; for instance by recalling an advertisement while entering the shop".

Significance

Present research will help fashion and clothing professionals to understand market segmentation according to different criteria's. It will not only contribute to the literature at large but also pave path for future researchers.

Problem Statement

Present research was conducted to analyze the influence of fashion innovativeness and self-expression on impulsive buying behavior according to our local market. We also strived to understand the role fashion innovativeness and self-expression on market segmentation of fashion consumers.

Research Questions

1. Does fashion innovativeness influence the impulsive buying behavior and self-expression of consumers?
2. Does self-expression has any influence on impulsive buying behavior and fashion innovativeness of consumers?
3. Does impulsive buying behavior, self-expression and fashion innovativeness has any effect on market segmentation of fashion consumers?

Methodology

Research Design and Sampling

The analysis of this study is essentially a quantitative survey. Quantitative strategies emphasize objective measurement, a statistical inquiry of information collected through surveys. Information was collected from two hundred students as a sample. Comprising of male and females, the sample was selected using non probability quota sampling technique was used.

Measurement Instrument

Standardized quantitative Questionnaire of "Fashion involvement (Tigert et al., 1976) and innovativeness (Goldsmith, & Clark, 2008)", "Self-Expression through Fashion" (Sivadas and Machleit, 1994), and "Impulsive buying" (Puri, 1996) are used for data collection. Liker scale was used to rate the questionnaire, that comprised of 5 choices ranging from strong agree to strong disagree.

Data Collection and Analysis

The researchers visited University in person and distributed the questionnaire among students for data collection. The questionnaire was self-administered by the researcher. The data was collected in the duration of 3 months. The collected data was regenerated into numerical from and coded in SPSS software. The results were obtained after applying descriptive statistics, ANOVA and correlation tests.

Results and Findings

A total of 200 students participated in the study comprising of 100 females and 100 males. The age range of the students participating in this study was 18 to 25 year. A summary of the distribution of subjects by age range and gender is given in the table # 1.

Table #1. Frequency Distribution according to age of the students

Age		Frequency		Percentage	
Male	Female	Male	Female	Total	
18 Years	18 Years	5	3	8	4%
19 Years	19 years	8	20	28	14%
20 Years	20 Years	21	23	44	22%
21 Years	21 Years	31	30	61	30.5%
22 Years	22 Years	14	7	21	10.5%
23 Years	23 Years	7	6	13	6.5%
24 Years	24 Years	10	9	19	9.5%
25 Years	25 Years	4	2	6	3%
Total				200	100%

Interpretation To calculate the Reliability of

the Lickert type scale of Fashion innovativeness, 'Self-expression', Impulsive buying, Impulsive prudence was calculated by applying Cronbach's Alpha reliability test. The internal reliability of Fashion innovativeness scale was $\alpha=.78$, Self-expression $\alpha=.764$, impulsive buying $\alpha=.660$ and Impulsiveness (prudence) $\alpha=.654$.

TABLE # 2 Relationship between Fashion innovativeness, Self-expression, Impulsive buying, Prudence, Age and Gender.

		Fashion Innovativen ess	Self- expres sion	Impulsive buying	Pruden ce	Age	Gender
Fashion Innovativen s	Person correlation	1	.483**	.190**	.249**	.122	.004
Self- expression	Person correlation		1	.218**	.417**	.186*	.038
Impulsive buying	Person correlation			1	.051	.067	.038
Prudence	Person correlation				1	.051	.092
Age	Person correlation					1	.111
Gender	Person correlation						1

*p<.05, **p<.01

Pearson's correlation was run to determine the relation among variables fashion innovativeness, self-expression, impulsive buying, impulsive prudence, gender and age of students among the data collected from students. The results revealed a medium positive correlation relationship of the Fashion innovativeness with self-expression ($r = 0.48$, $p < 0.0001$). A weak

positive correlation relationship of the fashion innovativeness with impulsive buying ($r = 0.19$, $p < 0.005$), impulsive buying prudence ($r = 0.24$, $p < 0.0001$) and self-expression ($r = 0.21$, $p < 0.0001$). A medium positive correlation relationship of the self-expression with impulsive prudence ($r = 0.41$, $p < 0.0001$) and age ($r = 0.18$, $p < 0.005$) was also revealed.

TABLE # 3 Difference of opinion among Impulsive Buying, impulsiveness Prudence and Self-expression by Fashion Innovativeness

		Sum Squares	of DF	Mean Square	F	Sig.
Impulsive Buying	Between Groups	35.397	27	1.311	2.554	.000
	Within Groups	88.283	172	.513		
	Total	123.680	199			
impulsiveness Prudence	Between Groups	24.145	27	.894	3.827	.000
	Within Groups	39.958	171	.234		
	Total	64.103	198			
Self-expression	Between Groups	35.531	27	1.316	5.936	.000
	Within Groups	38.134	172	.222		
	Total	73.664	199			

One Way ANOVA between group analysis of variance was conducted to explore the impact of fashion innovativeness on self-expression, impulsive buying and impulsive prudence among students. The results revealed that there was a significant difference $p < 0.001$ in the fashion innovativeness with self-expression $F = 5.936$, $p = 0.001$.

A significant difference $p < 0.001$ in the fashion innovativeness with impulsive buying $F = 2.554$, $p = 0.001$ was also present. There was a significant difference $p < 0.001$ in the fashion innovativeness with impulsive prudence $F = 3.827$, $p = 0.001$.

Table# 4 Difference of opinion among Impulsive Buying, impulsiveness Prudence and Fashion Innovativeness by Self-expression

		Sum of Squares	DF	Mean Square	F	Sig.
Between Groups		18.387	19	.968	1.654	.048
Impulsive Buying	Within Groups	105.293	180	.585		
	Total	123.680	199			
	Between Groups	24.970	19	1.314	4.612	.000
Fashion Innovativeness	Within Groups	51.296	180	.285		
	Total	76.267	199			
	Between Groups	21.245	19	1.118	4.670	.000
impulsiveness Prudence	Within Groups	42.858	179	.239		
	Total	64.103	198			

The One Way ANOVA between group analysis of variance was conducted to explore the impact of self-expression on fashion innovativeness, impulsive buying and impulsive prudence among students. The results revealed that there was a significant difference $p < 0.001$ in the self-expression with fashion innovativeness $F = 4.612$, $p = 0.001$. There was a significant difference $p < 0.005$ in the self-expression with impulsive buying $F = 1.654$, $p = 0.001$. There was a significant difference $p < 0.001$ in the self-expression with impulsive prudence $F = 4.670$, $p = 0.001$.

Discussion

Q1. Does fashion innovativeness influence the impulsive buying behavior and self-expression of consumers?

Fashion innovators are those consumers who not

only choose but also wear new and trendy products (Goldsmith and Stith, 1993). These characteristics make them the innovators and fashion leaders among the fashion conscious class. Although fashion varies with the time and geographical region but general trends and patterns could be observed about buying practices. Fashion trend-setters, constitute an exclusive and vital section of fashion clothing market. As new trend are introduced in the marketplace they are the first buyers of new trendy clothing, and their feedback towards new fashions styles often prove to be significant in the final success of a trend. Fashion involvement is another factor that has an impact on consumers buying of fashionable products. People who have high fashion involvement tend to have higher acceptance of new clothing trends. The more they take in new fashion, the more effortlessly they accept a new fashion trend. Furthermore to

increase demand fashion brands try to incorporate innovativeness and newness in their article.

Our study clearly indicated a distinct relationship of fashion innovativeness with buyers concern for 'self-expression' through fashion wear and 'impulsive buying' behavior. People who are fashion innovators tend to employ clothing as a way of self-expression. Fashion innovativeness has seen to be connected with impulsive buying or consumer's nature to purchase rapidly and unexpected (Peck and Childers, 2006), which is now considered as consumer buying style. This buying style has particularly been manipulated by Fashion brand. Fashion innovativeness is very much connected to the degree of innovative inclination of buyers. This behavior greatly influences the sales and acceptance of new clothing items and correlated services. As Jun and Rhee (2009) indicated fashion innovativeness as a key customer characteristic and it is termed as inclination or approval regarding latest and untypical article.

Q2. Does self-expression has any influence on impulsive buying behaviour and fashion innovativeness of consumers?

From primitive times clothing and apparel items have been used by people not only to adorn themselves but also to achieve and convey a desired social image to the audience (Khare&Rakesh, 2010).It is also seen that professional men and women chose clothing designs that suit their job designation. Inappropriate clothing choices can be distressingly obvious, and this in turn lowers an individual's personality and self-confidence. The concern for self-image and expression acts as a motivation to keep away from unsuitable clothing choices (Khare & Rakesh, 2010).Fashionable outfit is the instrument, which benefits an individual to gratify their elementary necessity of dressing.

A positive relationship of self-expression with the impulse buying' actions of the customers were reported. According to our statistical results people who used clothing as a way to express themselves were also found to have higher fashion involvement and a higher tendency to indulge into impulsive buying behavior (Saenger et al., 2013). The increased desire for possession

such as fashion items from higher end brands can also be understood as trying to develop higher prestige or perfect self-concept (Kokkoris and Kühnen, 2013)

Q3. Does impulsive buying behaviour, self-expression and fashion innovativeness has any effect on market segmentation of fashion consumers?

'Impulsive buying' is understood as a "consumer's inclination to buy instinctively, unreflectively, immediately, and kinetically" (Peck and Childers, 2006). It was observed that impulsive buying results in positive expressive responses such as enjoyment and excitation (Gehrt et al., 2007).We noticed that youth was more often attracted towards items displayed on outlets and has superior affinity for impulse buying behavior. While people belonging to old age group showed lesser instances for impulse buying. Higher fashion involvement and innovativeness is also connected with impulsive buying behavior. Buyers considered clothing as a way for self-expression. Pakistani consumers comprises of large number of fashion followers. There are large of textile businesses in the country that sell textile and apparel products of varied range. Most often people go for shopping with friends and family members.

Market Segmentation

Market segmentation on the bases of lifestyles can also be done to effectively capture varied customer profiles. Cholachatpinyo (2004) pointed out in his fashion transformation process model four types of customers based on their clothing fashion involvement i.e. fashion innovators or accept dress lifestyle, alternate dress lifestyle, escape dress lifestyle and adapt dress lifestyle. On the bases of this distinction fashion clothing buyers can also be segmented coupled with other demographics. Innovative people comprise an important customer group since they can supply a large amount of the capital wanted to the brands (Jordaan and Simpson, 2006). The same results were revealed in preceding studies, 'fashion involvement' can be important pre-existent construct of fashion innovativeness (Jun and Rhee, 2008). Buyer segment belonging to adapt dress lifestyle has its base in adapting latest fashion trends according to their personal preferences in order to look up-to-

date. People belonging to this segment could be captured by providing them fusion fashion ranges. Loose fabric market is also a major niche in this respect. Escape dress lifestyle has a major concern for concealment. This fashion buyer segment need not to be prominent and uses dress as a form of blending in the society. Such buyers prefer simple clothing styles that do not attract social attention. Fourth fashion buyer segment comprises of alternate dress lifestyle. This fashion lifestyle involves people who do not like to confirm to the mainstream fashion trends. This fashion lifestyle consists of social rebels, people who highly crave to be different from the society. Being prominent is their utmost value.

Conclusion

The key aim of our research was to study fashion 'segmentation' on the basis of 4 concepts that have been taken as important in fashion consumer study: "fashion involvement, fashion innovativeness, self-expression through fashion, and impulsive buying". Our research proposes that there is a definite relation among fashion innovativeness and self-expression, relationships also exists between clothing preferences. We sum up that people who are fashion innovators indulge in impulsive buying behavior. Fashion brands take advantage of this fact and introduce new products with a stress on attractive visual marketing of such products. Sales and promotions also promote their products. Another clear trend has been observed in the domain of fashion as a way of self-expression. People who are fashion innovators and have high fashion involvement use clothing as a way to enhance and project themselves to display their desired image. The above mentioned fashion customer profiles shed light on the variety of buyer psyche. These profiles can be highly helpful and illuminating as in concern with fashion brand. Literature related to body language and image building indicates that attire has a deep connection with personality and self-expression. Besides, marketers need to come up with a balance of quality and price of the product to attract maximum customers.

Future recommendation

The present research includes university students of Lahore as sample of the research; the future researchers can collect data from other cities and institutions. As fashion is a worldwide business it

would be helpful for the brands to study segmentation in regard to various domains of lifestyles. The market segmentation and customer targeting involves complex social features such as class of the clothing brand, marketing strategies, target market etc. I have used quantitative questionnaire for my research but future researchers can study other factors related to segmentation with the help of descriptive qualitative techniques.

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CONSUMER ATTITUDE TOWARDS BRANDED MOBILE PHONE ADVERTISEMENT

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Abstract

The foci of research were to recognize the buyer frame of mind toward marked cell phone advertisements. In light of the study, the indicating factors were distinguished to which an instrument used to gather the necessary data. The survey for this investigation depends on 16 items in which 2 items were identified with the individual information, and the remainder of the 14 was identified with recognition of buyer demeanor toward marked cell phone commercials among individuals. The sample size of the examination was 70 as indicated by testing methods. The analysis technique that used in this research is multiple regressions that help to identify the relationship between the variables, use of multiple regression method facilitates us to find out the relationship between one or more predictor variable that depends on one criterion variable. The data analyze through hypothesis. The finding of consumer attitude towards advertisement of branded cell phone shows that advertisements have great impact on customer's mind and its changes the purchase decision. The advertisements of cell phone reside in customer's mind and create awareness about the product and play an important role when customers buy a mobile handset and recall that brand advertisement. The advertisements plays a vital role in customer's buying decision and it helps the marketer to convey their messages to the customer and also attract them through advertisements. The finding also refers that price, technology and features of cellular phone that mention in the advertisement can change customer's buying pattern.

Keywords: Customer Purchase Decision, Advertisement, Technology

Introduction

In the ear of technological advancements the uses of mobile phones are increasing rapidly day by day. The use of social media and conventional advertisements are in rise, therefore; the influence of purchase has a dimensional shift and lead by an advertisement as in general. Different societies have their own way of selling and using promotional tools to sell the products. No company can become a market leader unless they invest lots of their budget in their promotional strategies (Hussainy, et al. 2008). The mobile phone companies must look in to the factor of having such emotional act advertisements that can retain the minds of their user to them for longer period and if they want to change their cell phones then they will be sticking with the same. Mobile phones are used for multiplicity of reason including keeping in touch with family members, conducting business etc. Mobile Subscribers worldwide & in Pakistan; 67 % of the world

populations are mobile subscriber. (Wikipedia) In Pakistan 58.126 % of population are mobile subscribers estimated in June 2011 with different mobile operator service. Pakistan ranks 5th in Asia mobile phone users market (Propakistan.pk).

Cell phones are utilized for a variety of reasons incorporating staying in contact with relatives, directing business, and so forth. Pakistan holds 162 million subscribers with a teledensity of 76.75% in the market as users. The Pakistani users are now holding 72 million of strength with 3G & 4G services (PTA, Sep 2019 Gazette). As per the vendor marketing statistics the count of impact in sales for the leading brands with advertisements in Pakistan is Samsung 40.02%, Huawei 16.46%, Oppo 9.75%, Q-Mobile 5.13%, & unknown brands with 5.11%. Vendor Market Share, GS Statcounter (Sep 2019)

The American Marketing Association defines a brand as a "Name, term, design, symbol, or any other feature that identifies one seller's good or service as distinct from those of other sellers." A

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brand can take many forms, including a name, sign, symbol, color combination or slogan. The aim of my research is to find out the consumer attitude towards branded mobile phone advertisements. As the impact of attitude towards mobile ads on consumer behavior & their purchase objective on the basis of price range is studied less, therefore the research that I would like to work on is to get the information about whether the consumer is changing their attitude. The study focuses the relationship of branded mobile phone advertisement with price tag.

As far as advertising of mobile phone is concern, "Advertising has changed rapidly over the years due to new techniques and techniques" (Richards & Curran, 2002). "In the 20 year from 1990 to 2010 worldwide mobile phone subscribers grew from 12.4 million to over 4.6 billion penetrating the developing economies & reaching the bottom of the economic pyramids". (CBC News 15-Feb, 2010) (Market Watch, 15-Nov, 2011)

From marketers prospective, this empowerment means that consumer behavior is increasingly difficult to predict, because the strong consumer empowerment phenomenon, it seems that across some consumer segments traditional mass marketing tactics are not achieving the same result as before (Aaker, 1997; Lawer & Knox, 2006). There is a rising trend of purchasing branded phones. Internet has been used for advertising the branded phone and gave a comparison status with the competitors under different brand and price tag. Mobile phone provides an easily & convenient communication. Many consumer buy unbranded phone due to low-priced price but the quality of the product is inferior and the life is also lesser than branded phone, branded phone manufacturers are also now launched their new range of mobile phone with low price. The quality and the product life are superior of branded phones, consumer will prefer those products. Specifically consumer attitude towards mobile marketing have received a considerable amount of attention.

Problem Identified

The purpose of the investigation is to gauge customer exercises with regards to perceived mobile phone promotions; the need of that review is because of the intensity of wireless advertisements on procurement choices.

Scope

This study will further progress the consequences

of earlier work on customer approach towards advertisements of recognized cell phones. Study will support the marketing & advertising unit of cellular companies to get an idea about what customer perceived from their ads. This study will help to identify the attitude of the respective individuality.

Study Objectives

i. The idea of the examination is to reveal the notice of mobile phones that convince customers while acquiring a compact telephone concerning age and sexual classification and will the customer centers around versatile telephone costs and their highlights when they will get the wireless.

ii. This study will spot the acquire decision of customer after having impact of cell phone advertisements on customer actions.

This study will assist us to get better purchaser focus & retention towards the product & facilitate to make them please by filling their gaps with the help of valuable advertisement and promotions.

Literature Review

The consequence of this research will be fascinating and vital. It will give you an idea about that the advertisements of cellular phone enable a customer to get embattled and time sensitive information. Early assessment of consumer attitudes discovered somewhat constructive outcome. The majority of participant in a survey conducted by Gallup liked marketing of cellular phone through advertising & found it to be useful. It is the crucial need contribution to the expansion of an effective promotion strategy, which is essential for effective and sensation in the trade. It is vital for marketer of goods & services to be familiar about consumer preference and to know the significant feature of consumer attitude.

We cannot underestimate technology role in our life. New technology and interactive advertising can craft a new chance in the trade market. Institute use technology to create a center of attention of customers and also the services propose to consumers in their advertisement. Cellular headset telecommunication industry has revealed an incredible growth over the preceding years. In rural & urban area's customers, from the academic student to mature elder of almost all level of income have started using cellular phones. In mobile handset market India is the second largest country (Indian Brand Equity foundation, 2005)

The mobile phone handset customer of age bunch 18-30 years are a lesser measure of value delicate than customer of different gatherings; instead of think about Physical look, Trademark, Value-included property, and center logical highlights more significant than customer of some other age gatherings. The buyers of age bunches 50 years and above have an emphasis on "Cost" than customer of other age gatherings. (Singh and Goyal, 2009). Technological modernization such as cellular phones & digital TV have attracted the consideration of marketing investigate as observe to their adoption procedure (Saaksjarvi, 2003), (Keller, 1993) classify the term CBBE as the degree of difference of brand information on purchaser response to the advertising of the brand.

There are five aspect to captured the brand equity level of consumer; awareness, associations, attitude, attachment & activity. Brand Equity practically boil down to the WOM & acquire behavior of clients. The source or base of brand equity that reside in the psyche of customer is Brand Knowledge structures. Strong trademark equity mean that there is a high brand awareness, well maintain brand image, high quality recognition, loyalty towards the brand. Consumer attitude can be optimistic or pessimistic. Previously many research have work on consumer attitude and found that the behaviour of customer change after the promotion of their brand through advertisement.

An attitude is a person's permanent constructive

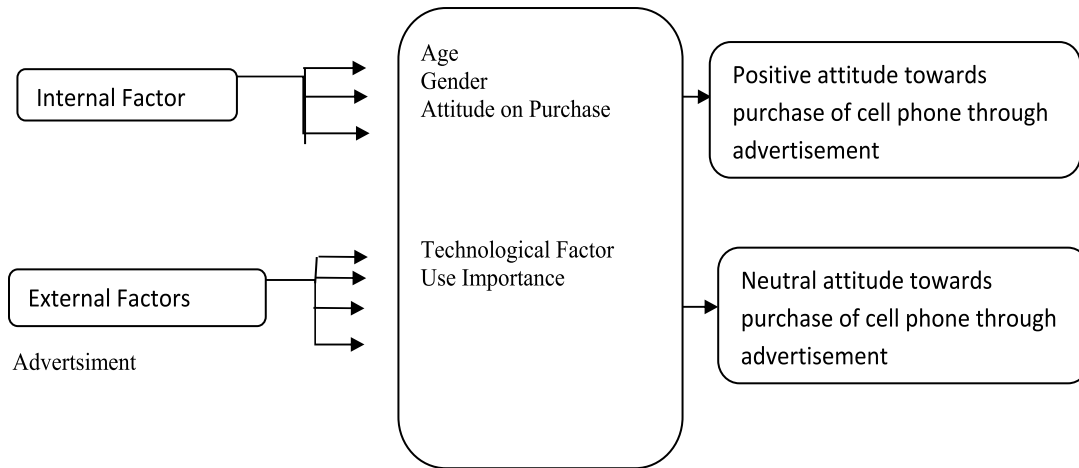
or critical assessment, emotional feelings, and action trend toward some objective or proposal. (Kotler) Individual's internal valuation of the objects or actions based on his or her beliefs is Attitude (Fishbein & Ajzen, 1975) in cellular phone industry's current trend is that there is shift from cellular phone second generation to third generation. The way of attracting customer attention to a product or business through print, broadcast or electronic media, this activity is refer as advertising.

Methodology

This study is conducted to recognize the purchase judgment of recognized cell phone, as today in globe arena, there is number of trademark cell phone introduced in our region in markets. The organizations are using different models and varieties of features like; Space & RAM, Camera mega pixels, 3G & 4G, Touch Features, Processor Speed.

The difficulty for customer is when they settle to obtain the cell phone and there are number of selection in regards to cell phone sets available in the marketplace in terms of brands, features, and with unlike prices. Therefore; the customer is unable to find the right choice. This study will help them to find out the finest selection about buyer mind-set towards branded cell phone advertisements.

Frame Work

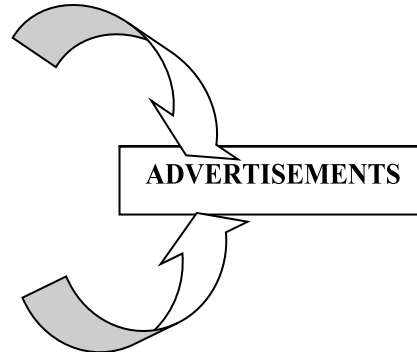


This frame work portrays that the two factors either interior or endless can effect on a customer frame of mind and the outcome from that factor can be an inspirational demeanor towards notice and may be the results gone ahead the impartial side, possibly a considerable lot of the buyer doesn't impact by cellphone ad.

Variables

Independent Variable: Technology as Factor
Brands Selection
Use Importance
Price Tags
Importance of Use

Dependent Variables: Purchase Decision



Research Population

A population is normally a large set of similar characteristics of objects or individual for a logical query. Due to the huge mass of population so it is not possible to test every individual or single in the population because it is too costly, lengthy process and too much time consuming. Research population can be targeted or accessible, targeted is that in which

researcher focus in generalizing the conclusion of the entire groups of objects and individual. While the accessible is refer the sample that can easily accessible, it is the division of target population. The population is approx 7 billion of the Universe and for this research the estimated population would be the entire population of Pakistan that is 180.7 million.

Sampling Technique & Sample Size

As we have studied that there are two major sampling techniques i.e. probability & non- probability sampling techniques. This research will followed the probability sampling techniques that will provide the insight view of the entire population and in this research we will work on simple random sampling techniques. The technique is accurate and easily accessible and actual list is not always needed. It is suitable for all size and has less face to face contact required. According to this research topic, our focus target is the population of Gulistan-e-Jauhar, Karachi. The estimated population of this area is nearly one million so the estimated sample size is one million but due to time constraint and cost we target the 70 customer of branded mobile phone user according and apply mall intercept to quantify their responses. For that the targeted area is Mobile Mall of Gulistan-e-Jauhar.

Instruments:

The instrument that helps to identify the “**consumer attitude towards branded mobile phone advertisement**” is Questionnaire that will be the

Regression Analysis

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.838 ^a	.702	.693	.359

a. Predictors: (Constant), Price, Brand Advertise Like

H₁: There is a strapping association of respondent concerning the price aspect to that change of customer’s attitude. In the portrayal outline, the estimation of R = 0.838 delineates, that there is a straight Strong positive

vital instruments in data collection. The information will be collected by fill out the questionnaire.

Analyze Technique

Multiple regression would be used in this study, that helps us to identify the relationship between the variables, use of multiple regression method facilitate us to find out the relationship between one or more predictor variable that depends on one criterion variable. The universal multiple regressions are to get understanding the relationship between numerous independent or predictor variables and a dependent variable.

Hypothesis & Data Analysis

The data analyze through Hypothesis are as follows;

H₁: There is a strapping association of respondent concerning the price aspect to that change of customer’s attitude

H₂: There is a strong relationship of buying patterns to technological advancements

H₃: There is a strong relationship of buying decision behavior to advertisement.

connection. The Adjusted R² shows that 0.693 solid relationships allude that cost is a significant factor when obtaining a phone.

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	20.347	2	10.173	78.901	.000 ^a
	Residual	8.639	67	.129		
	Total	28.986	69			

a. Predictors: (Constant), Price, Brand Advertise Like

b. Dependent Variable: Purchase Decision

The Analysis of regression, forecast purchase decision from price shows that model is significant.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.792 ^a	.627	.610	.405

a .Predictors: (Constant) Space & RAM, Cell Phone Technology User, Today's Importance of Cell Phone

H₂: There is a strong relationship of buying patterns to technological advancements .In portrayal abstract, the estimation of R = 0.792 delineates that there is a straight Strong positive relationship. The resulting box of balanced R² shows that 0.610 solid alliances alludes that innovation is a crucial factor when paying for a mobile phone.

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	18.169	3	6.056	36.952	.000 ^a
	Residual	10.817	66	.164		
	Total	28.986	69			

a .Predictors: (Constant) Space & RAM, Cell Phone Technology User, Today's Importance of Cell Phone

b. Dependent Variable Purchase Decision

The Analysis of regression, forecast technology can change the consumer attitude and the model is significant.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.838 ^a	.702	.684	.364

a. Predictors: (Constant), Brand Advertise Like, Advertise Recently See, Where You Seen , Notice

H₃: There is a strong relationship of buying decision behavior to advertisement. In the

portrayal summary, the estimation of $R = 0.838$ delineates that there is a straight Strong positive relationship. The ensuing box of R^2 shows that 0.684 solid affiliation alludes to that advertisement is an indispensable factor when paying for wireless.

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	20.362	4	5.090	38.368	.000 ^a
	Residual	8.624	65	.133		
	Total	28.986	69			

a. Predictors: (Constant), Brand Advertise Like, Advertise Recently See, Where You Seen ,

Notice

The Analysis of regression, forecast Advertisement is core factor that change the consumer attitude, and the

value of significance shows that the model is significant.

Result

The outcome of this research show the model is significant and strong relationship between the variables.

The **H₁** shows that there is a strong relationship (Adjusted $R^2=69.3\%$), and price is a vital feature that mention inadvertisement changes the customer's purchase attitude of branded cellular mobile hand set.

The **H₂** refers that Adjusted $R^2= 61\%$, its mean consumer attitude changes when the advertisement point out the technological expansion in the ads.

The **H₃** result provides a strong relationship with an outcome of $R^2=68.4\%$ show that advertisement is a core element that changes the customers' purchase decision & their attitude towards branded cell phones.

By using the enter method Sig value reported the significance of the model, the strength of the model is identified through adjusted R^2 . So for the absolute information model will be revealed as;

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.839 ^a	.703	.670	.372

a. Predictors: (Constant) Space & RAM, Cell Phone Technology User, Today's Importance of Cell Phone, Price, Where You See, Advertise Recently See, Brand Advertise Like

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	20.390	7	2.913	21.010	.000 ^a
	Residual	8.596	62	.139		
	Total	28.986	69			

a. Predictors: (Constant) Space & RAM, Cell Phone Technology User, Today's Importance of Cell Phone, Price, Where You See, Advertise Recently See, Brand Advertise Like

b. Dependent Variable Purchase Decision

The model summary box shows that adjusted R-Square of all dependent & predictor variables refers that there is 67% chances that the dependent variable can vary if we change the value of predictor variables. In the table of ANOVA the value of sig. 0.000 shows that the model is overall significant.

Conclusion

The finding of Consumer attitude towards advertisement of branded cell phone shows that advertisements have great impact on customer's mind and it changes the purchase decision. The advertisements of cell phone reside in customer's mind and create awareness about the product and play an important role when customers buy a mobile handset and recall that brand advertisement. The advertisement plays vital in customer's buying decision and it helps the marketer to convey their message to the customer and also attract them through advertisement. The finding also refers that price, technology and features of cellular phone that mention in the advertisement can change customer's buying pattern.

Recommendation

My recommendation related to this research is that that advertisement is a core element that changes the customers' purchase decision & their attitude towards branded cell phones. This research will help marketer to understand the customer's purchase attitude of mobile handset and make them interested to build consumer loyalty by creating effective and attractive advertisement that can affect customer's buying decision & their attitude towards the cell phone acquisition.

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THE RELATIONSHIP OF JOB BURNOUT, EMPLOYEE WELL-BEING WITH INTENTION TO LEAVE

Sofia Safdar¹
Muhammad Ikram Ul Haq²
Muhammad Rashid³

Abstract

The current study is conducted to evaluate the relationship among intention to leave, job burnout and employee well being in the nursing sector of Lahore, Pakistan. The purpose of current research is to evaluate the direct influence job burnout on intention to leave and employee wellbeing on intention to leave. For testifying the above relationships present research proposes the two hypotheses. Nursing sector of teaching hospitals of Lahore (Pakistan) considers as the target population. In the first step, this research divides the entire target population into two stratum names as public hospitals and private hospitals. Then, select one hospital from each stratum i.e. The Children's Hospital, Lahore and Hameed Latif Hospital Lahore. After that 232 nurses were selected with the help of simple random sampling technique. SPSS 22 was utilized to check the reliability, correlation and regression. Results indicate that the entire two proposed hypotheses are accepted. It is also observed from the results that job burnout has positive influence on intentions to leave and employee wellbeing has negative effect on intentions to leave. In future recommendations researchers' may explore the longitudinal studies will facilitate an understanding of the relationship between the variables in more depth.

Keywords: Job Burnout, Employee Wellbeing and Intentions to Leave, The Children's Hospital and Hameed Latif Hospital, Lahore.

Introduction

This study is designed to check the relationship of job burnout, employee well being and intention to leave in nursing staff of Lahore (Pakistan). Job burnout and employee well being are treated as independent variables whereas intention to leave is considered as dependent variable.

Intention to leave is defined as an employee's plan for intention to leave the current job and look onwards to search out another job in the future (Weisbeg, 1994; Purani & Sahadev, 2007). Intention to leave the organization has been studied over several decades which in turn contributed to the findings of the negative and positive aspects of employee turnover (Mossholder, Bedeian, Norria, Giles & Feild, 1988). Robyn and Du Preez (2013) also explain that the main important reason for investigating employee's intention to leave in any organization is to assist the human resources take a proactive approach to the organization's retention strategies

and try by all means to decrease the intention to leave.

Intention to leave is taken as a key variable. Past researches had explored that intention to leave is one of the biggest predictor of employees' actual turnover (Griffeth et al., 2000). According to meta-analytical study, interpersonal conflict during job has strong impact on intention to leave (Spector & Jex, 1998).

One of the most famous definitions of job burnout is "as a condition of depersonalization, emotional exhaustion, depersonalization, and reduced personal accomplishment that can occur among individuals who work with people in some capability" (Maslach, Leiter, & Jackson 1996). The job burnout process is a "state of emotional and physical depletion resulting from conditions of work and the striving to reach some unrealistic expectation by the values of society or imposed by a person himself" (Freudenberger & Richelson, 1980). The burnout professional loses

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all emotional feelings and all concern, for the persons he works with and comes to treat them in detached or even dehumanized ways. According to Maslach, job burnout is a final response that manifests as a result of constant stressors from the job (Maslach 1997). Job burnout will be expected when difference occurs between the type of job performed and the type of person performing the job.

Intention to leave is a well-studied concept and scholars have explained it in various ways. Intention to leave is defined as the extent to which a member contemplates leaving the relationship with current employer or community (Kim, et al; 1996). It can be theorized as demonstration and predictor of real turnover (Cohen & Golan, 2007). Nurses in the USA and Australia are in short supply (OECD, 2006) and one cause is higher than average turnover rates (Buchan & Calman 2004).

Past researches proved that nurses', employee wellbeing has impact on intention to leave (Cascio 2000; Rafferty et al. 2007; Buerhaus 2008; Pearson & Peels 2002). Not just because of productive/happy employee proposal the employee well-being is an equally significant study subject for employer and employee (Wright & Staw, 1999). In the place of work stress has harmful effect for workers the name as depression, frustration, many physical problems, anxiety as well as cardiovascular disease and high blood pressure between the persons.

Based on Anttonen et al., (2008) literature the theory of employee well-being has a long historical development. Employees well being results from the accomplishment of the essential needs of individuals and the realization of goals and plans set for one's life. The challenges of employee well-being are connected to continued changes at work place.

1.1 Problem Identification

According to the survey conducted by the Michigan Center for Nursing, it was found that 42% of nurses reported that the intention to leave in their profession became a crucial problem within upcoming one to ten years (National Nurses United 2015).

Kocher et al., (2016) conducted their research on

nurses of Combined Military Hospital (CMH) and found that job burnout was found in 65.5% nurses.

According to Price (2004) Nurses' intention to leave has been widely researched during current decades and numerous attempts have been made to recognize that intention to leave is serious issue emerging in nursing profession. In USA, a survey was conducted in nursing sector and result indicated that out of total licensed registered nurses (RNs) population in 2004, 17% were not registered and working on contract basis whereas, 83% were employed in nursing. Intention to leave represents a major issue for nursing sector (Clarke & Aiken 2003. Nurses' intention to leave creates expenses due to refilling the position, arranging orientation programs for new employees and loss of knowledge and organizational efficiency (Contino 2002).

Shields and Ward (2001) found that nurses had a 65% higher probability of intention to leave in USA due to interpersonal conflicts and job burnout. These facts prove that intention to leave is serious problem for the nursing staff.

These lines prove that intention to leave is also problem for the employees of Asian Pacific. Husain et al., (2015) proposed that intention to leave was very obvious in banks of Pakistan. Khan et al., (2014), submitted that turnover intention in higher education institutions was very serious problem and these institutions should control the turnover intention in the employees.

Objectives of the study

Following are the objectives of the study.

" To check the impact of job burnout on intention to leave.

" To check the impact of employee well being on intention to leave.

Literature Review

Job Burnout

Freudenberge had established the notion of job burnout in the psychosocial literature in the mid-1970s. Maslach played a vital role by expressing how the steadily decrease of energy and inspiration between the therapists and counselors (Maslach et al., 2001). The concept of job burnout explained that constant stressors are the

root cause of job-related outcomes. This definition explained the basic meaning of job burnout in a précised manner. Job burnout is well introduced in the literature, now job burnout has gained the main concern of the researchers and became as the "poor" ending of worker's devotion (Maslach and Leiter, 1997).

Schaufeli and Bakker defined burnout as "a job-related, continuous and resistive condition of mind in "common" employees that is mainly indicated by burnout and fatigue, which is more over followed by decreased motivation, distress, a sense of reduced effectiveness and the evolution of socially impaired approach and performance at workplace (Schaufeli and Bakker, 2004). Job burnout arises due to the difference between employee's assumption for the completion of competent targets and the framework within the workplace (Leiter and Harvie, 1998).

Burnout is considered as a psychological disorder which cultivated in return to persistent interpersonal stressors at workplace. Intention to leave from the organization is a serious problem among the employees due to high level of job burnout (Maslach et al., 2001). Previous researches proved that job burnout was main cause of real turnover, intention to leave and high level of absenteeism (Thomas and Cornelius, 2010); Faloye et al., 2013; Marjukka et al., 2009; Faloye et al., 2013; Wright and Cropanzano, 1998; Swider and Zimmerman, 2010; Maslach et al., 2001; Ali et al., 2012; Hasan et al., 2012; Westman et al., 2001). After the time of mid-1970s, research had been extended remarkably about job burnout, and this notion had been studied internationally and beyond the variety of profession (Schaufeli et al., 2008). Nursing sector is very critical as nurses are directly linked with the health issues of the people.

Nurses played a vital role in performing their exceptionnal duties and to work with incredible threats all the times (Donley R, 2005). Unluckily most of the nurses were facing the crucial threat of job burnout in various countries of the world (Poghosyan et al 2010). In 2013, a research was conducted in National Health Service (NHS) in England and they reported about the intention to leave in nurses was due to job-related pressures and the administration was mostly unable to provide them high quality employee welfare. It

was discovered by the Royal College of nursing in their research that was conducted in 2013. They included 10,000 nursing staff, from which 62% of nurses had resigned from their occupation due to severe stress. 61% of nurses were facing over burden schedules and these are the main obstacles for them to provide high quality employee welfare to the nurses and 83% of nurses had faced increased workload and that was considered to be the main source of nurses' intention to leave their job within three years tenure (RCN 2013).

Internationally, 10 European countries were selected for a cross-sectional survey. 23,159 nurses from surgical and medical wards reported an increased level of job burnout among the nurses from various countries: 42 % England, Belgium 25 %, 22% Finland, Poland 40%, Ireland 41%, Germany 30%, Switzerland 15%, Netherlands 10%, Spain 29%, and Norway 24%. Intention to leave from organization was higher among the nurses due to job burnout (Heinen et al, 2013). CBC radio Canada had printed an article which shown that a 40% of nurses who participated in the research were facing job burnout on regular every day basis (CBC Radio-Canada 2013). In Michigan, a research was conducted in 2013 by the Michigan Center for Nursing. It was observed that a 42% of nurses had intention to leave from the nursing job and it gained a considerable attention more widely in last 10 years (National Nurses United 2015).

Job burnout is a critical issue in nursing sector of Asian countries as well. According to the World Health Organization (WHO), India required 2.4 million of nurses for hospitals. Caribbean countries had a nurse patient ratio of 1.25 nurses from 1000 people in total. In Malawi there were 17 nurses for all 100000 people (WHO May 2010). Dr. Peter Carter, the General Secretary of the Royal college of nursing (RCN) on 25 of February 2015, in the UK had highlighted the critical issues that were related to patient's health, who were waiting in queue for hours to receive the medical facilitations and also on nurses bad working circumstances (RCN 2015). Large number of nurses is required world widely but even now some of the nurses also had intention to leave from the organization and it would trigger the nursing deficiency issue and that finally affected the on duty nursing staff (Heinen et al, 2013).

The main purpose of drafting this paper is to drag the awareness about the job burnout issue in the nursing staff, explain the reasons and what will be future working for this issue and what practice is being involves to deal with job burnout. The main emphasize of this research paper is to develop the understanding to the nursing learners about the issue of stress and job burnout job burnout among the nursing staff and confidently search out the overcoming policy in the upcoming years.

Important consideration is required for the recent nursing operational framework and hospitals as it is important to learn more about the importance of job burnout in the compound nursing institution. Nursing has extremely achieved during the years and new nursing staff is incredibly prearranged and has refined framework.

The problem related to the job burnout is well known in the nursing staff, nursing is considered to be and unavoidably a hectic occupation (Grubb and Grosch 2012).the occurrence of job burnout is a genuine problem and a authentic problem to the health welfare unit. A variety of researches conducted in different countries of the world that showed an increased level of job burnout in the nursing sector, especially among the nursing staff performing in the hospitals. In North America, Asia, and Europe heightened degree of job burnout was informed (Poghosyan & Sloane, 2009, Aiken et al., 2001).

According to Koivula et al (2000), two Finnish sickbays were selected to examine the occurrence of job burnout in the nursing staff of Finland.723 nurses were selected for the research conducted from which 50% of the nurses informed that they were facing job dissatisfaction, exhaustion and frustration as main cause of real occurrence of job burnout. Increased level of job burnout was observed among the nurses of minor rank, psychotherapy units and elder nurses in the nursing sector (Koivula et al, 2000)

Another survey was organized in Greek hospital to evaluate the job burnout level in the critical care centers, emergency units and medication zone. Total of 233 nurses from five hospitals were included in the research study. A decreased level of job burnout had been observed in the nurses performing duties in the critical care units and medication zones, yet increased level of job

burnout was found in 12 nurses performing their duties in emergency of the hospitals. This study disclosed that various situational features were the root cause of job burnout in the nursing sector (Adali& Priami 2002).

A detailed and sound survey was organized in the community hospitals among the Iranian nurses in 2008, the major members of the research were the female nursing staff. This study was performed to evaluate the job burnout level in various medical frameworks that include in-house medication, surgical units, burn-up units and psychotherapy departments. In this study the strong instrument used to determine the job burnout was Maslach burnout inventory (MBI). It was finally observed that the nursing staff serving in psychotherapy units was facing more job burnout as compared to nursing from other zones. The nursing staff that was engaged in the day time duties and in the association had less level of job burnout but the nurses performing their jobs in night duty were suffering from high level of job burnout. It was also observed that the male nursing staff was facing an increased level of job burnout in performing their duties (Sahraian et al, 2008).

Employee Wellbeing

Employee wellbeing is used now days very frequently in researches and related it to most of the times with the welfare and well being of the employees (DE&T, 2004d; Cotton & Hart, 2003; Holmes, 2005 Diener, 1984). In the health related units employee well being always linked with the health of the workers (Cummins and Davern &, 2006), also taken as the recent phenomenon that highlighted the positive attitude which supports the heath of the employees. Employee well being had a worldwide importance that included all the series of psychological, feelings, skills, societal, religious and physical factors that includes the welfare, achievement, pleasure and best heath state (;Holmes, 2005; Masters, 2004 Coon, 2001).

Employee well being from two prospective were positive well being and negative un-wellbeing. It had been realized that both the employee well being and psychosomatic health played a vital role from long ties till now (Jahoda, 1958), a variety of researches had focused on un-well being of the employee like job burnout. Later, in

connection with positive psychosomatic movement laid by Mihaly Csikszentmihalyi Martin Seligman and (2000), researchers started to take more interest in positive task related well being other than lack of pressure and job burnout. Brun (2010) conducted a research which proposed that there would be negative effect of poor employee well being on the business outcomes like higher expenses to be paid related to premature retirement, ill leave, employment, criticism, disagreement and reimbursement, failure of the status, lower degree of efficiency due to invention flaws and misfortunes. Currie (2003) defined that the physical and psychosomatic health of the employees are included in the employee well being psychosomatic well being was related with the employee talent and skill to expand his/her strength to perform the job efficiently and variety of ideas, that would develop interpersonal associations that played a major role in the financial system (Jenkins, Cooper, Goswami, Field, & Sahakian, 2010).

Positive psychosomatic investigators kept on putting their efforts to evaluate the root causes for the employee well being among the employees, groups and different states (Cameron & Caza, 2004; Kahneman, Krueger; Schkade, Stone, 2004 and Seligman et al., 2005). Diener (1984) expressed the difference between bottom-up and top-down phenomenon to the employee well being. In the bottom-up phenomenon, employee well was affected by the outside occasion, demography and conditions. The top-down phenomenon expressed the differences among the employees like emotional practice and many others. Demographics were between most strengthen research that was studied in bottom-up components. A mega study was conducted by Steelman and Parks (2008) that proposed in various studies, contribution in the company betterment programs was connected to decrease the pressures, less malingering, increased efficiency and job contentment.

It had been noticed in the previous researches related to employee well being that workers also need attachment and being part of the society to wave off the feeling of solitude and hostility. (Kurtz 1988, Maslow 1970) Martin Seligman, was a researcher of the positive psychology, he expressed many of the elements of the employee well being, he explored that he noticed that job

engagement was the root driver that that was required to gain the maximum contentment (Seligman, 2002).

Intention to Leave

Workers in any business concern are the valuable talent. The primary threat to any of the business concern is to keep engage the employees for long lasting time because a heavy budget was spent on the workforce in all means. To achieve the maximizing results in any business concern, their main priority must be the workers. Finally the workers of any association are the strong support for them. So, to keep them always stayed could be the decrease in the intention to leave in the business (Kaur, B et al; 2010)

Intention to leave can be defines as the willingness of the workers to leave the workplace. Intention can be considered as a specific attitude of the workers towards the job. So, it could be declared that intention to leave would made up the mind of the worker to change his or her job in near future that resulted as real quit from job (Khatri et al., 2001). It was admitted that intention to leave in employees was willingness to change the job. Intention to leave had been approved as the best forecaster of the real turnover. When intention to leave would be high among the employees it would directly increase the real turnover. The workers who were leaving the job could help to understand the numbers of employees were leaving the job. That would be the best assistance to measure the prospects to decrease intension to leave (Kaur, B et al; 2010).

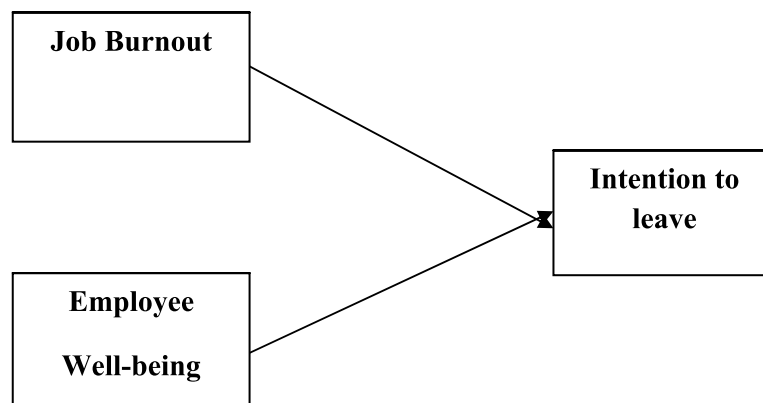
Intention to leave is the multifaceted experience that occurred due to different features. Different surveys were conducted on intention to leave the job resulted that description of job, gender, maturity in age, time span, learning outcomes, rewards, personality trait of the employees were the forecaster of the intention to leave among the worker of the business concern (Khatri et al., 2001). The business concerns were requires in making the intentional plans to decrease the intention to leave among the employees. To attain the maximizing outputs in the businesses, intention to leave could only be reduced to introduce valuable welfare programs for the workers that might result in their high level of dedication. Dedication level of the workers was

deeply affected by the intention to leave (Azlin Natasha Armizi, 2008).

Previous researches carried out had shown intention to leave as the powerful forecaster of the real turnover (Tett and Meyer, 1993). A mega investigation was conducted by Steel and Ovalle (1984) which approved that there was a strongest positive association among the intention to leave and real turn over, as well as it was confirmed that intention to leave was a best forecaster of the real turnover.

3.3 Conceptual Model

Hypothesized Model



Theoretical Background of Research

Variable of interpersonal conflict is derived from theory of interpersonal conflict which was introduced initially by Hammond (1965) job burnout and employee wellbeing increase the intention to leave and employee wellbeing decrease the intention to leave among the employees.

Hypotheses Development

Job burnout is the stronger predictor of employee intention to leave (Barak et al. 2001). Burnout is associated with increased intentions to leave (Aiken et al., 2002). That is why current research proposes the following hypotheses.

Research Design

In every research a research design plays a moral role. Quantitative and explanatory research design is to be used to explore out the relationship between interpersonal conflicts and intention to leave with the mediation of employee well being and job burnout in the nursing staff of Lahore, Pakistan.

H1: Job burnout has positive influence on intention to leave

Interpersonal conflicts have negative effect on employee well-being (Fortes-Ferreira et al., 2006 and Schabracq et al., 2003). That is why current research proposes the following hypotheses. Researches examine that there was negative impact of employee wellbeing on intentions to leave (Pearson & Peels 2002). That is why current research proposes the following hypotheses.

H2: There is negative effect of employee well being on intention to leave.

Measurement and Instrument

Employee well being scale

In this research study the scale of employee well being is consisting of 18 items, with the range from strongly agree to strongly disagree. This 5-point likert scale is adopted from the previous researcher (Brownet et al., 2005).

Job burnout scale

In this research study the scale job burnout scale is consisting of 4 items, with the range from 1 (never) to 5 (always). This 5-point likert scale is adopted from the researcher (Maslach, et al., 2001).

Intention to leave scale

In this research study the scale of intention to leave scale is consisting of 2 items, with the range from 1 (strongly disagree) to 5 (strongly agree). This 5-point likert scale is adopted from the researcher (Kim et al. 1996).

Population

In this research study conducted the Nursing sector of Lahore Pakistan that includes all the nursing staff level as the population for the research study. Now target population will further explain the minutes to get the best extracts. Public and private hospitals of the Lahore are taken as the target population for the study. In this research both the male and female nursing staff is the chosen participants for the target population of the research. There is total of 232 respondents were included in research. Following is the list of the hospitals. From which one private hospital is selected and other one is public hospital. In this research

Sample and Sampling Framework

A sample is a small proportion or division of a larger group called a population. A good sample is a minute description of the population of which it is a element (Fink, 2003: 1). In general sense, it is said that sampling is the measuring of a small portion of something and then making a general statement about the whole thing. According to Diamantopoulos and Schlegelmilch (1997) sampling is defined as a procedure to make a decision about a small element of sample from the enormous group of population. The smaller

part of the population is called sample (Diamantopoulos & Schlegelmilch, 1997). Mostly there are two main kinds of sampling techniques are used in the research that are non-probability sampling and probability sampling. Current research used the multi stage sampling. In first step hospitals are divided into two stratum i.e. public and private hospitals. Then selected one hospital from this stratum with the help of simple random sampling. Finally 232 nurses are selected with the help of simple random sampling again. Nursing staff of public and private hospitals of Lahore is the sampling frame of the study. Current study selected two hospitals out of 32 due to time and financial constraints. This kind of sample selection is same as it was selected by the previous researchers (Mustapha et al, 2010).

Sample Size

In this research the number of nurses that are included in the sample is its sample size. Israel (1992) has suggested that the range of best selected sample is varying from 200-500 for simple and multiple regressions. Therefore the sample size to be selected for this study is 232 nurses' participants from the public and private hospitals of Lahore.

Sampling Technique

For the data collection the selection of the hospital is done randomly with the help of most widely used sampling technique i.e.; simple random sampling.

Data Collection

Now for the selection of the data from the respondents the closed ended questionnaire is used it consists of 28 item statements for this study the hospitals are selected on random basis. Moreover it is preferable for the collection of the data, researcher personally distribute questionnaire to the respondents for a clear response. At the end of the data collection survey the data was collected back 240 questionnaires from nursing staff in public and private hospitals of Lahore. In this conducted survey initially 285 questionnaire were distributed among the respondents randomly. 232 questionnaires were completely filled up and 4 questionnaires were incomplete and are not considered in this research study.

Data Analysis

For the analysis, interpretation of the data, to check the reliability, correlation and regression are also analyzed by a statistical package for social sciences (SPSS-22)

Reliability Analysis

Table 1

Reliability Statistics		
Variables	Cronbach's Alpha	No of Items
Intention to leave	0.639	2
Employee well being	0.764	18
Interpersonal conflicts	0.798	4
Job burnout	0.653	4

Above table shows the reliability statistics for all the variables of the research. The value of Cronbach alpha value for intentions to leave = 0.639, employee well being's value of Cronbach alpha = 0.764, the Cronbach's alpha value of interpersonal conflicts = 0.798, and job burnout value is 0.653. These above values indicate the best and reliable results of the data.

Results and Discussion

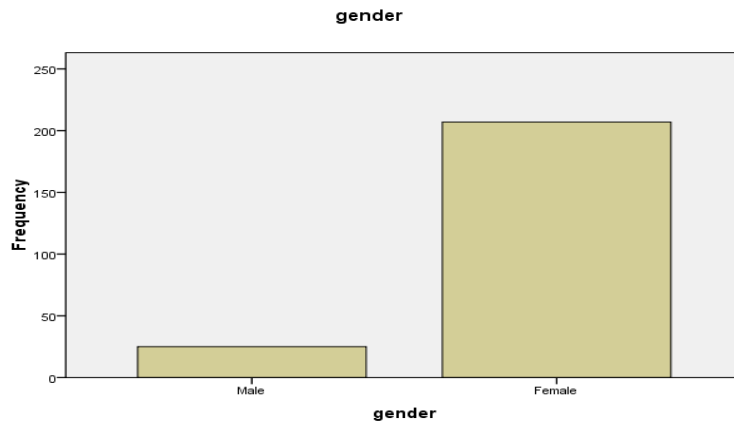
Demographics

Gender

Table 2

		Gender			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	25	10.8	10.8	10.8
	Female	207	89.2	89.2	100.0
	Total	232	100.0	100.0	

The quantitative research technique plays an important role in this research to build a questionnaire. The questionnaire has the demographics at beginning. Gender, age group, managerial level, qualification, total work experience, types of hospitals, working hours, working hours (daily), recommended working hours for you position (daily) and stay in organization are demographically highlighted in this research. The data for the demographics is also gathered from the nursing staff.

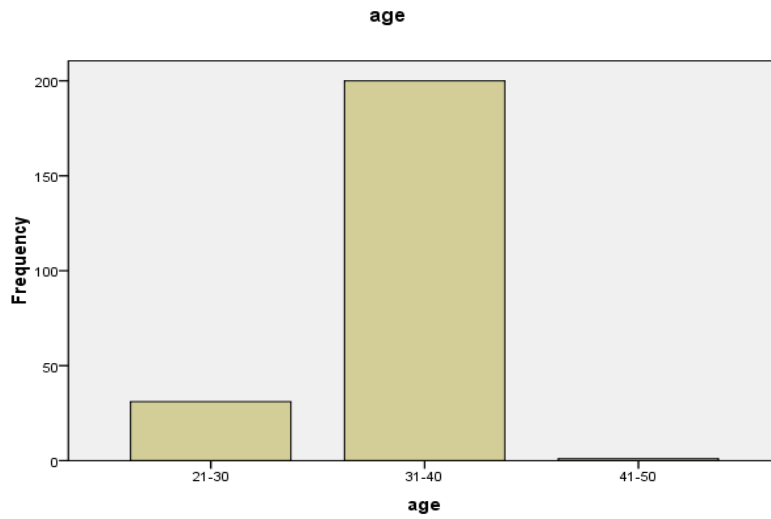


The demographic analysis of the respondents is documented in this research. Gender has been coded as 1 = Male and 2 = Female. The demographic analysis shows that 232 respondents are used to find out the results. The table No. 6 and graph indicate that in nursing staff males are 25 and female are 207 out of 232 nurses. Their relevant percentage is 10.8% and 89.2% respectively. It means that female nursing staff is the main contribution in this study.

Age

Table 3

		Age			Cumulative
		Frequency	Percent	Valid Percent	Percent
Valid	21-30	31	13.4	13.4	13.4
	31-40	200	86.2	86.2	99.6
	41-50	1	.4	.4	100.0
Total		232	100.0	100.0	



The demographic analysis of the respondents is main part in this research. The demographic analysis shows that 232 respondents are used to find out the results. From the above table no. 7 and the graph show that the

age limits taken for the study are (21-30), (31-40) and (41-50). The relevant percentage for the class limits are 13.4%, 86.3% and 0.4% respectively. It means that age limit (41-50) acquires main portion in the study.

Managerial Level

Table 4

		Managerial level			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Middle level	217	93.5	93.5	93.5
	lower level	15	6.5	6.5	100.0
Total		232	100.0	100.0	



The demographic analysis of the respondents is documented in this research. Managerial Level is measured into two categories and assigned them codes as 1= middle level and 2= lower level. The demographic analysis shows that 232 respondents are used to find out the results. In this table no. 8 and graph there are two

managerial levels are taken as middle level and lower level. This indicates that 217 nurses are from middle level and 15 nurses are from lower level respectively. The relevant percentages for each of the levels are 93.5 % and 6.5% respectively. It shows that the lower level of nursing staff acquire main part in this study.

Qualification

Table 5

		Qualification			Cumulative
		Frequency	Percent	Valid Percent	Percent
Valid	Intermediate	8	3.4	3.4	3.4
	Graduation	224	96.6	96.6	100.0
	Total	232	100.0	100.0	



The demographic analysis of the respondents is main part in this research. Qualification has been calculated in years of education assigned codes as 1 = less than 14 years, 2 = 14 years, 3 = 16 years education and 4 =above 16 years. The demographic analysis shows that 232 respondents are used to find out the results. In this

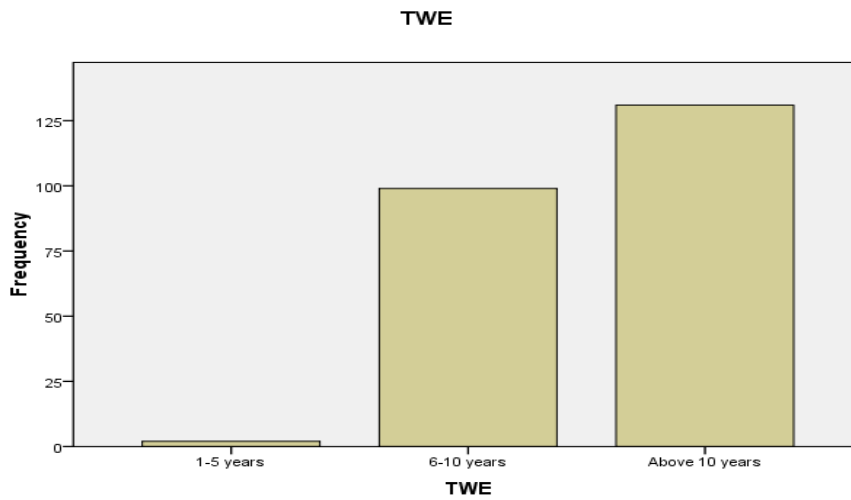
table no.9 and graph show the qualification of the nursing staff which is intermediate and graduation. This indicates that 8 nurses are intermediate and 224 nurses are graduate out of total 232 nurses with their relative percentages are 3.4% and 96.6% respectively. It shows that majority of graduate nurses are in this study.

Total Work Experience

Table 6

Total work experience

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1-5 years	2	.9	.9	.9
	6-10 years	99	42.7	42.7	43.5
	Above 10 years	131	56.5	56.5	100.0
	Total	232	100.0	100.0	



The demographic analysis of the respondents is documented in this research. The demographic analysis shows that 232 respondents are used to find out the results. From the above table no. 10 and graph indicate that the range of work experience of the nurses is 1-5 years, 6-10 years and above 10 years, it show that 2

nurses have 1-5 years experience, 99 nurses have 6-10 years of work experience and 131 nurses have above 10 years work experience. The relevant percentages for the respective work experiences are 0.9%, 42.7% and 56.5%.

Types of Hospitals

Table 7

		Types of Hospital			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Public	232	100.0	100.0	100.0
Total		232	100.0	100.0	

Total Working Hours (daily)

Table 8 Working Hour (daily)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	4-8	2	0.9	0.9	0.9
	9-12	226	97.4	97.4	98.3
	13-16	4	1.7	1.7	100.0
Total		232	100.0	100.0	



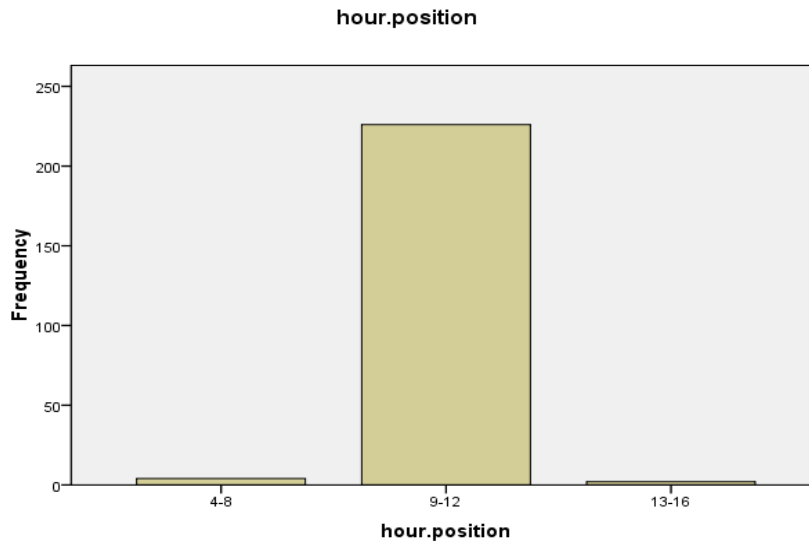
The demographic analysis of the respondents is recognized in this research. The demographic analysis shows that 232 respondents are used to find out the results. From the above table no. 12 and graph it shows that there are three ranges of working hours as (4-8), (9-12) and (13-16), there are 2 nurses, 226 nurse and 4 nurses are working in these hours respectively. The relevant percentage according to these hours is 0.9%, 97.4% and 1.7%.this shows that maximum nurses are performing their duties for 9 to 12 hours daily.

Recommended working hours for your position

Table 9 Recommended working hours for your position

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	4-8	4	1.7	1.7	1.7
	9-12	226	97.4	97.4	99.1

13-16	2	.9	.9	100.0
Total	232	100.0	100.0	



The demographic analysis of the respondents is recognized in this research. The demographic analysis shows that 232 respondents are used to find out the results. From the above table no. 13 and graph it shows that there are three ranges of recommended working hours for their position as (4-8), (9-12) and (13-16),

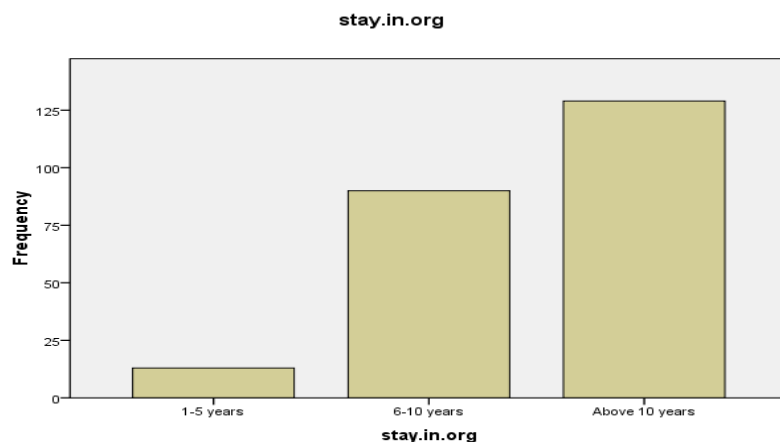
there are 4 nurses, 226 nurse and 2 nurses are working in these recommended hours respectively. The relevant percentage according to these hours is 1.7%, 97.4% and 0.9%. This shows that maximum nurses have their recommend working hours according to position are 9 to 12 hours daily.

Stay in organization (in year)

Table

Stay in the organization (in year)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1-5 years	13	5.6	5.6	5.6
	6-10 years	90	38.8	38.8	44.4
	Above 10 years	129	55.6	55.6	100.0
	Total	232	100.0	100.0	



The demographic analysis of the respondents is recognized in this research. The demographic analysis shows that 232 respondents are used to find out the results. From the above table no. 14 and graph it shows that there are three ranges of stay of nurses in the organization in a year as (1-5) years, (6-10) years and

(above 10 years), there are 13 nurses, 19 nurse and 129 nurses in each range respectively, who are experiencing their stay in the organization in years with relevant percentage are 5.6%, 38.8% and 55.6%. This shows that main portion of nurses who stays in organization have above 10 years of experience.

Correlation Analysis

The process of establishing a relationship or connection between two or more things is known as correlation.

Pearson correlation introduced a correlation matrix for all the variables of research. Pearson correlation proved all the variables of the study are significantly correlated with each other and also develops mutual relationship or connection between two or more variables.

Table 11

Correlation Analysis

	Employee well being	Intention to leave	Job burnout
Employee well being	1		
Intention to leave	-0.346**	1	
Job burnout	-.364**	.422**	1

From the above table it is well expressed that the coefficient of correlation between intention to leave and employee well being = -0.346**. It shows that there is a negative correlation among the variables. The coefficient of correlation between the job burnout and employee well being is -0.364**. It shows that there is a negative correlation among the variables. The

Regression Analysis of Job Burnout and Intention to Leave

The regression analysis is implemented to verify the impact of independent variable on dependent variable.

coefficient of correlation among the interpersonal conflicts and employee well being = -0.387**. This value shows negative correlation among both variables. The coefficient of correlation between the variables job burnout and intention to leave = 0.422** which shows that there is a positive correlation between the variables.

The regression analysis proves the impact of job burnout (predictor) on intention to leave (criterion).

H1: job burnout has positive effect on intention to leave

Table 12

	B	T	p-value
(Constant)	0.591	2.206	0.028
Job burnout	0.694	7.049	0.000<0.01 Accepted
R Square	0.284		
F	49.693		0.000

Dependent Variable: Intention to Leave

In this regression analysis table the value of p shows the significance level between the variables. If the p value is smaller than 0.01, 0.05, and 0.10 than it satisfied the condition and hypothesis is accepted i.e. ($p < 0.01, 0.05$ and $0.10 =$ accepted) but if the p value is greater than 0.10 i.e. ($p > 0.10$) than it does not satisfied the condition and hypothesis is rejected. In the above table the value of $p=0.000 < 0.01$ so this hypothesis is accepted.

In the regression analysis table R square values explains the percents of change in dependent variables it affects the collective impact of independent variable on dependent variable. If the value of R square is more than 0.25 than it is accepted i.e. ($R \text{ square} > 0.25 =$ accepted). From the above analysis $R \text{ square} = 0.284$ that is greater than 0.25 it is considered to be acceptable. This value explained well that independent variable (job burnout) causes 28.4% change in dependent variable (intention to leave).

The F value indicates the relation between independent variable on dependent variable. Grater is the value of F explains the strong relation between independent variable (job burnout) and dependent variable (intention to leave). The value of F is 49.693 which is shows the relationship between these variables.

't' value must not be zero. In this analysis it meets up the requirement.

The results also indicate that value of $r = 0.694$ which demonstrates that there is a positive impact of job burnout on intention to leave and if there is one unit change in job burnout it results 69.4%% variation in intention to leave.

A general conclusion based on the findings indicated that job burnout have positive significant impact on the intention to leave and it is also hypothetically tested as already done in the previous researches like (Barak et al. 2001). Another research conducted by (Aiken et al., 2002), it also proved that there was a strong positive relation between job burnout and intention to leave.

Regression Analysis of Employee Wellbeing and Intention to Leave

The regression analysis is implemented to verify the impact of independent variable on dependent variable. The regression analysis proves the impact of employee wellbeing (predictor) on intention to leave (criterion).

H2: There is negative effect of employee wellbeing on intention to leave

Table 13

	β	T	p-value
(Constant)	4.671	11.313	0.000
Employee wellbeing	-0.555	-5.601	0.000<0.01 Accepted
R Square	0.257		
F	31.367		0.000

Dependent Variable: Intention to Leave

In this regression analysis table the value of p shows the significance level between the variables. If the p value is smaller than 0.01, 0.05, and 0.10 than it satisfied the condition and hypothesis is accepted i.e. ($p < 0.01$, 0.05 and 0.10 = accepted) but if the p value is greater than 0.10 i.e. ($p > 0.10$) than it does not satisfied the condition and hypothesis is rejected. In the above table the value of $p=0.000 < 0.01$ so this hypothesis is accepted.

In the regression analysis table R square values explains the percents of change in dependent variables it affects the collective impact of independent variable on dependent variable. If the value of R square is more than 0.25 than it is accepted i.e. ($R \text{ square} > 0.25 = \text{accepted}$). From the above analysis R square = 0.257 that is greater than 0.25 it is considered to be acceptable. This value explained well that independent variable (employee wellbeing) causes 25.7% change in dependent variable (intention to leave).

The F value indicates the relation between independent variable on dependent variable. Greater is the value of F explains the strong relation between independent variable (employee wellbeing) and dependent variable (intention to leave). The value of F is 31.367 which shows the relationship between these variables.

't' value must not be zero. In this analysis it meets up the requirement.

The results also indicate that value of $\beta = -0.555$ which demonstrates that there is a negative impact of employee wellbeing on intention to leave and if there is one unit change in employee wellbeing it results 55.5% variation in intention to leave. Similarly based on the findings, employee wellbeing has a negative significant influence on intention to leave and it is already tested in previous researches (for e.g. Pearson & Peels 2002). This research is carried to verify the positive relation among the interpersonal conflicts and job burnout.

Conclusion

The nursing shortage has been considered as a

worldwide issue and also for decreasing healthcare importance, expenditure and efficiency and also many countries need to hire the more nursing staff. Similarly, large number of nurses shows their intention to leave from this occupation. Nursing profession is extensively perceived as one of the most intrinsically committed and hectic professions frequently experienced a high rate of intention to leave and burnout (Singh et al. 2008). The aim of this research was to investigate the direct impact of Job burnout and employee well-being on intention to leave. Job burnout also has significant positive influence on intentions to leave this result is same like the result of Aiken et al., (2002). Results also describes that employee wellbeing has negative significant influence on intentions to leave.

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Relationship of Business Strategy and Organizational Performance; Evidence from Banking Sector

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Abstract

Aim of this research was to find out the impact of Business Strategy (Business Strategy prospectors, Business Strategy defenders, Business Strategy analyzers and Business Strategy reactors) on organizational performance. This research was conducted in the banking sector of Lahore, Pakistan. Data was collected through structured questionnaires by simple random sampling technique. Total 385 questionnaires were administrated to respondents. 334 were returned, 31 were discarded and 303 were used for analysis. There is significant effect of two kinds (Business Strategy Prospectors and Business Strategy Defenders) on organizational performance. The impact of two other factors (Business Strategy Analyzers and Business Strategy Reactors) on organizational performance was insignificant.

Key Words: Business Strategy, Business Strategy Pprospectors, Business Strategy Defenders, Business Strategy Analyzers, Business Strategy Reactors, Organizational Performance, Banking Sector

Introduction

The current research was designed to investigate the relationship of four kinds of Business Strategy and organizational performance. Organizational performance was taken as a dependent variable and Business Strategy acted as an independent variable.

Organizational Performance is considered as the main variable for organizational existence and is dealt with the heart of organizational growth. In different researches, organizational performance is acknowledged as a key dependent variable, For example, in marketing, human resource management, international business, operations management and strategy formulation (Singh et al., 2016; Hultet al., 2008). All these researches are carried out in diversified areas and explain the central role of organizational performance which ultimately results in more profit and better competition (Bititciet al., 2012).

Organizational performance is a global phenomenon. Hur (2007) describes that management of police department in USA is focusing on ways for enhancing the level of organizational performance. Sultana et al., (2013) claim that organizations of different countries like Gulf Cooperation Council (GCC) and Malaysia are much concerned about the organizational performance. Similarly Rehman

et al., (2019) claims that organizational performance is important for textile industry of Pakistan. Ali et al., (2010), argues that organizational performance is an important consideration for different sectors in Pakistan. Abbas & Yaqoob (2009) propose that organizational performance is one the important factor for Banking and Telecommunication sectors of Pakistan. The above researches influenced us to carry out research in banking sector of Pakistan by considering organizational performance as variable of interest.

The independent variable of current study is Business Strategy. The central aim of the Business Strategy is to foster the organizational performance (Yuliansyah, Gurd and Mohamed 2017). Ajagbe et al., (2016) also propose that Business Strategy has significant effect on organizational performance. Many researchers have already found that there is positive effect of Business Strategy as a whole on organizational performance (Zahra & Pearce, 1990). Organizations need appropriate business strategies to achieve long term goals (Ajagbe et al., 2016). Long et al (2012) define Business Strategy as the accomplishment of long term objectives and goals, the implementation of progressive actions and accompanying allocation of resources necessary to attain goals.

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The current study on Business Strategy comprises four types namely: Defenders, Prospectors, Reactors and Analyzers. 'Prospectors' strategy defines as "companies which are first in the market and have a very broad product-market" (Isoherranen and Kess 2011). 'Prospectors' type companies explore new market and product opportunities. Whereas, Defenders type emphasizes on cost reduction and also focuses on problems of innovative methods (Miles and Snow, 2009). Analyzers type set a solid ground for efficiency and innovation with the help of flexible behaviors (Miles and Snow, 2009). Reactors type deals with organizational change in better manner (Brunk, 2003). Van den Born & Van Witteloostuijn (2013) testify that Business Strategy has significant positive effect on career success.

Literature review

Organizational performance

Performance is stated as the grade of attainment that boosts up an employee's work (Cascio, 2006). Performance is defined in different way by the researchers. Performance is a word that states competencies of transactions as well as effectively input (Stannack, 1996). Organizational performance does not explain the difficulty but also answers the difficulty (Hefferman and Flood, 2000). Organizational performance is stated by Daft (2000) as the organization's proficiency to achieve its aims efficiently and effectively by using resources. Daft (2000), organizational performance is defined by Richardo (2001) as attaining organizational aims and objectives. Success of organization gives lofty gains on asset and this can be possible by an effective system of performance management of employees (Richardo 2001). The following researchers recommend that the organizational performance can be improved by the organizational resources that are considered as the source of continuous competitive advantage (Afiouni, 2007).

In literature, universal set standards do not exist to measure the organizational performance (DeClerk, 2008). Scott and Davis (2007) stated that aptitude of an organization is to gain benefits from its environment for the attainment of internal and external means of performance. It is worth analyzing with market shares and it is basic trait to assess the organizational performance as well as competency of organizations. Efficiency consists of tactical ingenuities which are aimed to

gain organizational performance (Scott and Davis, 2007).

Business Strategy

Business Strategy is defined as large scale of action plans which act together with the environment in order to accomplish long-term objectives. Business Strategy was postulated by Pushpakumari and Wijewickrama (2008) as an array of activities and resource allocations which are designed to accomplish the objectives of an organization. Long et al (2012) define Business Strategy as the accomplishment of durable objectives and goals, the implementation of progressive actions and accompanying allocation of resources necessary to attain goals. Business In the last 5 decades, a large number of researches have been carried on strategic issues (Mantere et al., 2012) especially on strategy types (Ingram et al., 2016). They declare that there are number of typologies of strategy but Miles and Snow (1978) have gained much attention. This topology has been studied globally (Laugen et al., 2006; Tang and Zang, 2012). This typology has gained popularity due to following reasons; comprehensive in nature (Zahra and Pearce, 1990), it is very helpful in investigation at firm level, and due to its simplicity in nature (Ingram et al., 2016).

According to Ingram et al., (2016), first three strategies i.e. Defenders, Prospectors and Analyzers may affect the organizational performance. Miles and Snow (1978), Reactors type was not considered as proper strategy. On the other hand, numbers of researchers use Miles and Snow typology (Wright et al., 1991).

Miles and Sow (1978) proposed four types of strategies named as Defenders, Prospectors, Reactors and Analyzers. This classification is based on the postulation that how a company responds to the difficulties and challenges firstly engineering secondly entrepreneurial that explains organizational domain of product (services) / market (Isoherranen and Kess 2011). 'Prospectors' type is considered an initiator in product (service)/market expansion. It contributes to usually changes as in product (services) line and 'Prospectors' ensures better competition by fulfilling opportunities of new markets (Ingram et al., 2016). Organizations normally allocate additional resources for entrepreneurial activities, assessing dominant trends in the market for new product growth and become marketing leader with the help of superior research and development and

marketing efforts (Ingram et al., 2016). For this purpose, these organizations rely on various technical processes and promote flexibility in different organizational settings. According to Miles and Snow (2003), these organizations incorporate decentralized decision making style and better communication processes.

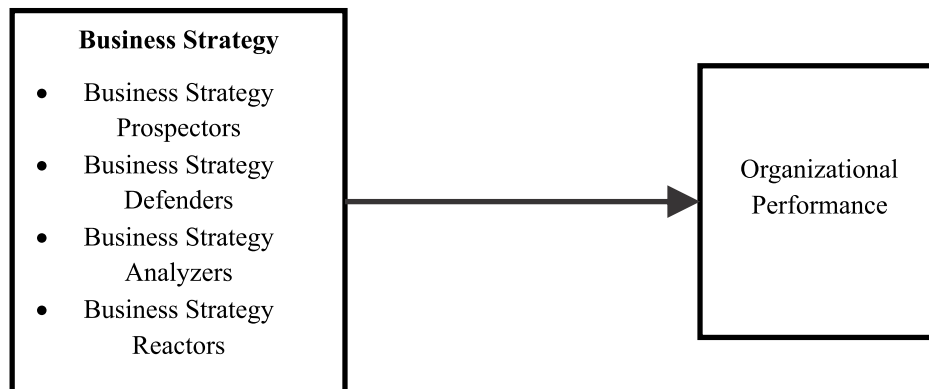
On the contrary, Defenders strategy type relies on no or little new product (services) /market growth, based on efficiency, better engineering processes, and by optimal use of finance and production by employees (Pittino and Vistin, 2009; Tang and Tang, 2012). Due to these strategies, organizations create better products (services) and loyal customers and make better system for innovative productive and delivery mechanism (Laugen et al., 2006; Ingram et al., 2016). As compared to Prospectors, Defenders strategy type focus on control on safe niches and do competition on the basis of quality, price, service and delivery. Due to use of these strategies, organizations use centralized decision making style and base on easy communication/coordination system (Iqbal and Sharma, 2012).

According to Miles and Snow (2009), Prospectors type emphasizes organizational innovation; deal with ambiguous environmental

issues and for advancement of new markets. 'Prospectors' strategy defines as "companies which are first in the market and have a very broad product-market" (Isoherranen and Kess 2011). 'Prospectors' type companies explore new market and product opportunities. Whereas, defenders type emphasizes cost reduction and also focuses on problems of innovation methods (Miles and Snow, 2009). The defenders type organizations develop their products/services and compete with other organizations in domain of service, price and quality and also sustain the stable market share (Isoherranen and Kess 2011). Analyzers type sets a solid ground for efficiency and innovation with the help of flexible behavior (Miles and Snow, 2009). Reactors type deals with organizational change in better manner (Brunk, 2003). Reactors strategy acts upon in those kinds of organizations which do not possess the organized strategy, operational structure/driver these strategies can regulate both unstable and unpredictable problems. Reactors type organizations only react to events which are unsuitable in a particular situation (Isoherranen and Kess 2011).

Hypothesized Research Model and Hypotheses

FIGURE 1:
Hypothesized Research Model



The central aim of Business Strategy is to foster the organizational performance (Zott and Amit, 2008). Ajagbe et al., (2016) propose that Business Strategy has significant effect on organizational performance. Many researches show positive effect of Business Strategy as a whole on organizational performance (Yanney, 2014; Zahra& Pearce, 1990). Yuliansyah et al., (2017) testify that Business Strategy has a positive significant impact on organizational performance. According to Consistent with previous researches, research of Ingram et al., (2016) also give the mixed results. In their findings defender has insignificant positive effect on organizational performance where value of p is 0.962. In this regard, this research proposes the following hypothesis.

H1: There is significant positive influence of (1a-Prospectors), (1b- Analyzers), (1c-Defenders) and (1d- Rreactors) on Perceived Organizational Performance.

METHODOLOGY

Population

Present study population comprised the banking sector of Lahore, Pakistan. Target population of this study is OG- III (or equivalent) and above. Total number of branches was 861. First of all, bank branches divided into two strata i.e.; private and public banks. Subsequently, 17 public banks were and 27 private banks were selected randomly with the help of excel formula.

Sample and sampling framework

In this study, 385 structured questionnaires were randomly administered to the employees of 44 branches. According to Israel (1992) a good sample size i.e., 200-500 was needed for simple and multiple linear regression analysis which is

performed for more rigorous state impact evaluation. Data was collected with the help of structured questionnaires.

Sampling technique of data collection

The aim of the current study was to gather the data from 385 employees of selected 44 selected branches. Maximum three attempts were made to collect the data from hundred percent employees.

Scales for measurement

Business strategy scale

Business Strategy scale consisted of 16 statements. 'Prospectors' was measured with five items; 'Analysers' was measured with the help of 2 items, 'Defenders' was measured with the help of 6 items and 'Reactors' was measured with the help of 3 items. These statements were adopted from the Segev's instrument (1987).

Organizational performance scale

Organizational performance scale consisted of 7 items. These items were adopted from the researchers; Dollinger and Golden, (1992). Present study population was consisted of the banking sector. Target population of the banks was OG- III (or equivalent) and above ranked respondents.

Results and discussion

Reliability statistics

Reliability test of cronbach alpha was used to find the discrepancy of the continuous variables. Reliability of pilot and entire data was checked through cronbach alpha. If the value of cronbach alpha was greater than 0.50 then the data was considered as reliable (Nunnally and Bernstein, 1978).

Table No 1: Overall Reliability

Reliability Statistics	
Cronbach's Alpha 0.953	No of Items 32

Table No 2: Reliability of different Scales used in the research

Reliability	Cronbach's Alpha	No .of Items
Organizational Performance	0.851	7
Business Strategy	0.924	16

Demographic Analysis**Table No.3: Demographic Information**

Variables	Category	Frequency	Percentage
	Male	182	60.1
	Female	121	39.9
Age (Years)	25-30	132	43.6
	31-35	119	39.3
	36-40	32	10.6
	41-45	11	3.6
	46-50	9	3.0
Education	Bachelors	72	23.8
	Maters	184	60.7
	M.Phill	37	12.2
	Ph.D	10	3.3
Stayed in the Organization (Years)	less than 1 year	79	26.1
	1-5 years	155	51.2
	6-10 years	44	14.5
	above 10 years	25	8.3
Marital Status	Single	187	61.7
	Married	116	38.3
Managerial Level	First line	161	53.1
	Top level	55	18.2
	Middle level	87	28.7
Total Work Experience (Years)	less than 1 year	32	10.6
	1-5 years	177	58.4
	6-10 years	56	18.5
	above 10 years	38	12.5
Type of Bank	Public	102	33.7
	Private	201	66.3

Correlation analysis

Table No 4: Correlation Analyses

	Organizational Performance	Business Strategy	Career Success
Organizational Performance	1		
Business Strategy	0.390**	1	

Table No 4 indicates that all the values (**) are significantly correlated with each other. Coefficient of correlation between Business Strategy and organizational performance is 0.390** which shows that they have weak positive significant correlation with each other.

Regression Analysis

H1: There is significant positive impact of Business Strategy and its dimensions on Organizational Performance.

Effect of BS with four dimensions on Organizational Performance

Table No: 5, Effect of 4 dimensions of Business Strategy on Organizational Performance

Model	Unstandardized Coefficient		Standardized Coefficients	't'	p-value
	"β"	Std. Error	Beta		
(Constant)	1.665	0.163		10.188	0.000
BS Prospectors	0.184	0.050	0.273	3.649	0.000
BS Analysers	-0.031	0.063	-0.043	-0.489	0.625
BS Defenders	0.179	0.058	0.241	3.088	0.002
BS Reactors	0.011	0.062	0.017	0.185	0.853

Dependent Variable: Organizational Performance

Table No 5 describes the effect of four dimensions of Business Strategy on organizational performance. This table provides the mix results. Hypotheses (2a and 2c) regarding effect of Business Strategy prospectors and Business Strategy defenders on organizational performance are accepted because of their value $p < 0.01$. This table also shows that β value is 0.184 which shows that one unit increase in the value of Business Strategy prospectors cause 18.2% variation positively in organizational performance. Moreover, β value is 0.179 which shows that one unit increase in the value of Business Strategy defenders cause 17.9% variation in organizational performance. The hypotheses regarding the effect of Business Strategy analyzers and Business Strategy reactors with organizational performance are not accepted because their value $p > 0.10$ shows that hypothesis 1b and 1d are rejected.

According to Aragon-Sanchez and Sanchez-Marin, (2005), different researches impart mix results about the relationships of four kinds of strategies and organizational performance. Consistent with previous researches, research of Ingram et al., (2016) also give the mix results. In their findings defender has insignificant positive effect on organizational performance where value of p is 0.962. But the current study imparts the positive significant effect of $p < 0.01$. This table shows that β value is 0.179 which shows that one unit increase in the value of Business Strategy defender causes 17.9% variation in organizational performance. Similarly, for the relationship of Business Strategy prospectors and for organizational performance value $p < 0.01$ and β value 0.182 reveal that Business Strategy prospectors causes 17.9% variation in organizational performance. This result is also consistent with the research of Ingram et al., (2016) where p value is less than 0.05. And results of remaining two hypotheses regarding the effect of Business Strategy analyzers and Business Strategy reactors with organizational performance are insignificant and the same as the results of Ingram et al., (2016) because in both researches value of p for these relationships are > 0.10 .

CONCLUSIONS

Most of the organizations in this world try to formulate behaviour and attitude of their employees more encouraging and productive. For doing so, organizations align their strategies to set their long term objectives for encouraging the employees. Organizations set their procedures and systems for bringing success in the careers of the employees with the help of effective business strategies which result in advancing organizational performance. Hypothesis about direct relationship of Business Strategy with organizational performance is accepted. Similarly, Business Strategy has positive effect on career success. This is the finding of current research. And career success has significant effect on organizational performance. This finding is also the same as the result of Naseer et al., (2015); Zahra and Pearce, (1990). Similarly, results of hypothesis about the influence of kinds of Business Strategy follow the same pattern as the results of Ingram et al., (2016).

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STUDY THE ROLE OF ELECTRONIC MEDIA TO IMPROVE THE QUALITY OF EDUCATION AT UNIVERSITY LEVEL

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Abstract

Electronic media has turned into the fundamental and basic need of humans in present day time. Electronic media is a mean of transmitting the back rub, thought, opinion and view point. It is playing an essential job in giving data of training or what's going on around the world, information, a least demanding approach to impart and so on. At present, electronic media is the most incredible media. Electronic media is a rich asset of administrations which supplies inventive and imaginative answers. Electronic media has upset the data framework. There are TV slots in the nation and web sites are available which legitimize the significance and preferences of electronic media where everybody has an opportunity to trade his view point uninhibitedly. Along these lines, electronic media has numerous utilizations and a standout amongst the most critical employments of electronic media is to move forward the nature of instruction at more elevated amount. For this reason, organized survey segregation was utilized as a device to gather the information. The gathered information was handled and after that its examination was made through recurrence arrangement method. The poll is utilized in this research. 10 understudies from each unique bureaus of College of Karachi were chosen through irregular examining procedure. Along these lines the inspecting of this examination depended on 100 understudies altogether. A survey was readied which secured the parts of the issue under study.

Key Words: Electronic media, quality education, impacts

Introduction:

Now a day's people are getting mindful of their rights with the help of electronic media. Multiple social programs on television are being aired to set the masses. Telefilms, news, and documentaries are spinning nearby social issues augmentation a social mindset in children and developing their tense in the way to society. We require electronic media gadgets in the training in such a case that we give moment video access in the classroom it can upgrade the learning background of understudy. Electronic media has the incredible significance in training, culture and social qualities (Samuel 2011). It incorporates all methods for correspondence. It has assumed a utilitarian job in changing the instructive, social and social estimations of the general public.

Instruction:

Banker (2002) argues "instruction is the way toward encouraging learning, or the securing of

information, abilities, qualities, convictions, and propensities.

James (2002) explains "Instruction is the association of procured propensities for direct or activities and inclinations of conduct for example, will fit the person to his physical and social environment".

Samuel (2011) discusses that "Life as development and instruction is a procedure of development of man and society".

Media: The methods for correspondence, as radio and TV, paper and magazines that scope or impacts individuals broadly (Samuel 2011). The sole exertion of humankind in this public activity is to take in more about the offices and bounties of life spread around her, to realize them gauge them and capitalize on them. Ladies proved unable acknowledge extremely well the gift of existence without profound knowledge into their starting point, use and system, and this at that point was

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unrealistic without the electronic media (Samuel 2011). The electronic media not just give her light yet illumination, likewise encourage her through an explicit instrument to reach to the top in her public activity, past mists, cross the outside of earth and to extremely profundity of the oceans. It is currently a general truth that T.V and different methods for electronic media is an incredible wellspring of not just giving data yet additionally instruct and engage the majority. While logical research additionally demonstrated the reality that T.V surely a few effects either great or awful (Samuel 2011).

Meaning OF Media: Romiszowski (2004) labels it "As the bearer of messages, for some transmitting source to the beneficiary of the message".

Meaning of Electronic Media: "Electronic media is communicated to the more extensive network." According to Singh and Kumar (2013) "Electronic media is one which is accessible electronically and utilized with the assistance of PC and other correspondence technologies". "Electronic Media" can likewise be characterize those correspondence implies dependent on electronic or electro - mechanical methods for generation and frequently recognized from print media.

Reason for Using Electronic Media: Electronic media can be utilized for some reasons, for example, promoting your items, to improve or on the other hand build up your identity, etc. In the cutting edge time, the most productive approach to speak with others is through online networking, versatile systems, TV, web and so forth (Singh and Kumar 2013). There are numerous employments of electronic media which can be considered.

Sorts of Electronic Media: Electronic media is whatever is utilized to publicize or advance that is controlled by power. It is a huge subject, in which very scope of assortments are accessible for study. There are more and more channels for electronic media that turn out as our innovation develops and extends. Here are only a couple of sorts of electronic media are as beneath: ? Radio ? Television ? Internet (Singh and Kumar 2013).

1-Radio

The radio is the most established type of electronic media. There are many radio directs in over the world in which distinctive ad are every now and again broadcasting. Advertising on radio goes back right around one hundred years and is the main type of talked ad as opposed to a printed promotion. This technique for electronic media can be viable and considerably more moderate than Television however does not connect with the audience member's as much as visual promotions (Singh and Kumar 2013).

2-Television

TV gives us the most noteworthy volume of electronic media promoting. TV communicates the most noteworthy number of promotions as contrast with every single other sort of media. There are several channels which are communicating distinctive promotion as they have the high group of onlookers to watch their promotions. TV is the most well-known mode for organizations to promote their items yet it very well may be bear the cost of by organizations that has high budget. Television likewise assumes an essential job in giving in formal instruction by broadcasting unique programs(Singh and Kumar 2013).

3-Internet

Web has turned into the most increasingly prominent among youth. The social site like Face book, twitter, Integra and so forth these days are the primary source to associate with one another, subsequently it is the simplest and least expensive method for correspondence all through the world. The interest of web is expanding by everyday for its uses, for example, web perusing, internet learning, and watching films and so on. Henceforth anything you desire to know simply peruse it and within most limited timeframe you will get your data (Singh and Kumar 2013).

Job of Electronic Media in Education:

The Basic Role of Media in Educating People characterized here through underneath given composition. In the twentieth century and onwards the media has massive notoriety on the planet no matter whether it is the electronic

media, print media or the online life, the general population have made themselves very dynamic on such entries and in the meantime are profoundly impacted with it. Media is such believable that the crowd listen what the media says and with no check and confirmation they think of it as reality (Suliem and Eyadat 2008). Media is exceptionally working with the end goal of training the general population in which they are giving them the substantial learning from everywhere throughout the world which couldn't have been exchanged to the individuals without the vehicle of media (Singh and Kumar 2013).

On extremely gainful and exceptionally enchanting part of the media is to be acknowledged which is to educate individuals scholastically, this is the addresses and the production of stations on the TV which gives the addresses of different themes and from different instructive colleges (Malik and Yousuf 2004). Electronic media plays these addresses on the TV and at the equivalent the web media has made it available for the general population to instruct themselves on all the different subjects of the world (Suliem and Eyadat 2008). Media is one source which is in the entrance of the considerable number of individuals of the world regardless of to what age or on the other hand sexual orientation they have a place and in the meantime it is likewise not limited to any money related divisions since the wellsprings of media are such a great amount of pleasing for what it's worth in the entrance of the lion's share of the general population of the nation, so they should benefit as much as possible from it as they should utilize their validity and their entrance in the beneficial way so they can instruct the general population (Singh and Kumar 2013).

On the off chance that we make an examination of the social, print and electronic media we can make this investigation that they are working to educate individuals and upgrading the learning of their gathering of people (Kenny 2003). This is being finished by demonstrating them the data from all through the globe and in the meantime furnishing them with opportune substantial data from genuine sources, so still there are a great deal of more open doors which the media ought to stress on in the keep running of teaching their kin (Sultana, Hussain, Malik and Yousuf 2004). An investigation has recognized a few elements of electronic media follows is a short depiction of a portion of the elements of the electronic media:

First it gives solid, irrefutable; sufficient also, total data's further objectivity is normal in orchestrating data for the populace. Second it gives instruction further it can turn into an incredible and efficient apparatus for training and has an extraordinary potential whenever utilized creatively and with vision (Singh and Kumar 2013).

Positive Effects of Electronic Media on Society and Culture

The media like TV, radio and the Internet increment a general attention to the majority. They upgrade the general learning by furnishing us with data from everywhere throughout the world. News communicate through various media encourages us think about the everyday occasions in the world (Bandura 2001). Telefilms, documentaries, and News, revolving from place to place social pitfall augmentation a social mindfulness in children and boost up their anxiety in the way to society. In addition, they enhance the improvement of our dialect, vision, and vocabulary (Zigerell 1991). The many modified on writing, history, science, logic cum craftsmanship as well as culture on stations like Discovery, the National Geographic and BBC uplift the advancement of one's brains and natures, broadening culture and learning as well (Romiszowski 2004). Media add to a change in the social and social qualities of the majority. Media realize a change in the frames of mind and convictions of the general population. Modified have enlivened individuals to handle sickness and illness and different issues in the public arena (Suliem and Eyadat 2008).

Negative Effects of Electronic Media on Society and Culture

The negative outcomes that originated from TV incorporate slothfulness and a connection to corpulence at the point when an individual devours excessively TV and avoid all his physical exercises. Publicizing is additionally involved as a negative result, as depictions of models in publicizing make implausible good examples for young ladies (Suliem and Eyadat 2008). New broad communications shapes, including the Internet and web based life, have turned out to be the most hazardous. While internet based life causes youngsters figure out how to organize and

explore individual connections, it likewise makes it less demanding to menace others because of the secrecy of the Web. Understudy's and young men and young ladies squander their valuable time in perusing sites on the web. The motion picture channels on satellite transmission and digital TV organize stations give motion pictures and measures loaded with style and design propelling scenes which cause harm to the quiet life and pulverizing social and good just as religious estimations of any country (Sultana et al., 2004). In films, the brutality containing scenes deliver extraordinary contrary consequences for youngsters. They additionally attempt to respond in the comparable route as they have found in the motion pictures (Zigerell 1991). The savagery, psychological warfare and violations are expanded. The job of electronic media is critical in the cutting edge world. It is a source which is specifically identified with the ethical estimations of the general public. The electronic media concerned specialists should endeavor to communicate such projects, which can develop the good values in the general public (Zigerell 1991). According to him following are the main characteristics.

Focal points of Electronic Media: The accompanying focuses feature on the upsides of electronic media:

1. Expedient transmission: It requires just couple of moments to convey through electronic media since it underpins brisk transmission.
2. Wide inclusion: World has turned into a worldwide town and correspondence around the world requires a second as it were.
3. Minimal effort: Electronic media spares time and cash. For instance Text SMS is less expensive than conventional letter.
4. Trade of input: Electronic media permits moment trade of criticism. So correspondence ends up impeccable utilizing electronic media.
5. Overseeing worldwide activity: Due to headway of electronic media, business supervisors can undoubtedly control task over the globe. Video or remotely coordinating email and portable correspondence are helping chiefs in such manner.

Drawbacks of Electronic Media:

Electronic media isn't free from the beneath restrictions:

1. Volume of information: The volume of media transmission data is expanding in such a quick

rate that specialists can't retain it inside significant time limit.

2. Cost of improvement: Electronic media requires tremendous speculation for infrastructural improvement. Visit change in innovation likewise requests for further speculation.

3. Lawful status: Data or data, whenever faxed, might be twisted and will cause zero an incentive in the eye of law.

4. Undelivered information: Data may not be recovered because of framework blunder or blame with the innovation.

5. Reliance: Technology is changing regular and hence poor nations confront issue as they can't bear the cost of new or cutting edge innovation. In this manner poor nations should be subordinate towards created nations for sharing worldwide system.

Philosophy of the Study:

In this present examination "The job of electronic media to enhance the nature of training at college level" the scientist has chosen the shut type of question are, as it called enemy, short, confined checked reactions (Suliem and Eyadat 2008). It requires answers just in "YES", "NO". It is anything but difficult to fill, take less time, is objective and is anything but difficult to classify and makes examination. The poll is utilized in this research. 10 understudies from each unique bureaus of University of Karachi were chose through arbitrary inspecting procedure (Sultana et al., 2004).

Along these lines the examining of this contemplate depended on 100 understudies altogether. For this reason, a poll was readied which secured the parts of the issue under investigation (Kenny 2003). To stay away from uncertainty, the inquiries were developed in straightforward and clear words. The understudies were required to tick check the significant one. It was concluded after a definite discourse, thought and re-game plan and subsequent to checking its importance to the point (Zigerell 1991).

RESULTS AND DISCUSSION:

Table 01

“Students May Easily Learn through Electronic Media Technology in Education”

ITEM NO	STATEMENT	Yes	No	Total
1	Do you think electronic media is a fundamental need in new Region?	66 66%	34 34%	100 100%
2	Do you figure the office of electronic media ought to Present in instruction?	75 75%	25 25%	100 100%
3	Do you concur the electronic media gadget helps the Understudy in training?	60 60%	40 40%	100 100%
4	Do electronic media encourage you while examine?	70 70%	30 30%	100 100%

Above table demonstrates that 66% respondents were concurred on the way that electronic media is a essential need in new zone while 34% were opposes this idea. 75% respondents were concurred on the reality that the office of electronic media ought to present in instruction while 25% was oppose this idea. 60% respondents were conceded to the way that electronic media gadget helps

the understudy in instruction while 40%was oppose this idea. 70% respondents were concurred that electronic media makes a difference while contemplate while 30% respondents were oppose this idea. Subsequently invalid speculation is rejected and it is inferred that understudies can't learn effortlessly through electronic media gadgets.

Table 02

“The Importance of Electronic Media Maybe Identified in Education at Higher Level”

ITEM

ITEM NO	STATEMENT	Yes	No	Total
1	Do electronic media support you while look at?	80 80%	20 20%	100 100%
2	Do you think electronic media gadgets are anything but difficult to use for understudies?	85 85%	15 15%	100 100%
3	Do you concur through electronic media gadgets instructor can convey his address effortlessly?	67 67%	33 33%	100 100%
4	Do you think electronic media is critical in increasing advanced education?	89 89%	11 11%	100 100%

Above table demonstrates that 80% respondents were conceded to the way that the entrance of electronic media gadgets is permitted in schools and universities while 20% were oppose this idea. 85% respondents were conceded to the way that electronic media gadgets are anything but difficult to use for understudies while 15% was oppose this idea. 67% respondents were conceded to the way that electronic media gadget educator can convey his address effectively while

33%was oppose this idea. 89% respondents were concurred that electronic media is vital in increasing advanced education while 11% respondents were oppose this idea. Subsequently invalid theory is rejected and it is presumed that electronic media help a great deal amid study and it is likewise reason that the nature of instruction can be institutionalizing if electronic media is necessary for advanced education

Table 03
“Electronic Media Technology May Affect In Education”

ITEM NO	STATEMENT	Yes	No	Total
1	Do you concur that electronic media will influence the new zone of training?	55 55%	45 45%	100 100%
2	Do you figure the motivation behind executing the electronic media innovation will expand the positive abilities in understudies?	75 75%	25 25%	100 100%
3	Do you concur the impact of electronic media will be negative for the educators to convey their addresses?	21 21%	79 79%	100 100%
4	Do you think that the purpose of electronic media will act positively for archiving the lectures or notes?	74 74%	26 26%	100 100%

Above table demonstrates that 55% respondents were conceded to the way that that electronic media will influence the new territory of instruction while 45% was opposing this idea. 75% respondents were conceded to the way that the motivation behind executing the electronic media innovation will increment the positive aptitudes in understudies while 25% was opposing this idea. 21% respondents were concurred on the way that the impact of electronic media will be negative for the instructors to convey their lectures while 79% was oppose this idea. 74% respondents were concurred the motivation behind electronic media will act emphatically to chronicle the addresses or notes while 26% respondents were opposing this idea. Henceforth invalid speculation is rejected and it is reasoned that electronic media influence the region of instruction yet it additionally increment the positive abilities in understudies.

Conclusion

Individuals' life is ending up increasingly helpful and vivid contrasted and the previous years on the grounds that of the developing notoriety of electronic media since it is the fundamental need of new territory. As indicated by study's outcome, greater part of individuals are concurring on the way that the electronic media gadgets are anything but difficult to utilize and it ought to be permitted in schools and universities on the grounds that educator can convey their addresses effortlessly through electronic media gadgets, for example, sight and sound. With the utilization of electronic media understudies can chronicling their notes and addresses and furthermore get online lectures. Electronic media will influence the new region of instruction and make it more

modernize and commendable for understudies. Electronic media propel understudies and they can learn all the more rapidly and proficiently. In short electronic media are the principle methods for teaching the society.

Recommendations:

Following are the suggestions depend on the discoveries of this investigation, the accompanying

Proposals are offered for proceeded with research around there:

- 1-Students ought to know about electronic media and they should think about the utilization of these gadgets at each stage.
- 2-Electronic media ought to be use at each school for improvement of learning.
- 3-Electronic media ought to be use in instruction since it encourages understudies to refresh their information.
- 4-Use of electronic media ought to be necessary in instructive establishments as a piece of educational programs.
- 5-Administrartion ought to orchestrate instructing practice with present day training patterns for instructor.
- 6-Improve the arrangement of existing instruction framework with new present day innovations.

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RELIGIOUS PLURALISM IN PAKISTAN: A QUESTION OF INCLUSIVENESS

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Abstract

This research is designed to check the religious harmony in Pakistan. Constitution of 1973 provides the full rights to the all the minorities of Pakistan. Hindu, Christin, Bahais, Sikhs, Paris, Buddhist possess the same rights as Pakistan as Muslims. There is no discrimination about rights of these minorities. The Constitution of 1956 also granted the basic rights to these communities. But Constitution of 1973 is give detail and broader rights to these minorities as compare to Constitution of 1956. These rights are provided as Islam granted the broader range of rights to all the monodies. It gives comprehensive protection to minorities, because of which they can lead their lives freely in accordance with their religion and beliefs. They are at liberty to visit their respective places of worship and can ever preach their religion within guiding limits prescribed in the constitution.

Keywords: Religious Pluralism, Basic Rights, Hindu, Christin, Bahais, Sikhs, Paris, Buddhist, Constitution of, 1956, 1973, Pakistan

Introduction:

A great majority of the people in the Sub-continent generally are impoverished, if any direct exposure to other religions until well into the nineteenth and twentieth century. In contrast to much of our history, the twentieth century has been a period of greatly increased awareness of other cultures and religious traditions in the Sub-continent. Diversities of religions are of course nothing new in the history of humankind. In Pakistan Islamic, Hindu, Christin, Bahais, Sikhs, Paris, Buddhist and others have coexisted for hundreds if not thousands of years. "Pakistan" was established on the basis of Islamic ideology. The country based in pluralistic society and is characterized by religious, sectarian and ethno-lingual diversities. At the time of partition Pakistan contributed towards socio cultural, religious, and ethnic pluralism (Iftikhar, 2006). 1 the pluralist character of society in Pakistan draws upon the existence of four historical ethno-linguistic communities. All these communities have their distinct linguistic, historical and geographical identities which have become an essential part of their political expression in an organizational, electoral or agitation context (Waseem, 2003).

Furnivall (1939) introduced the notion of the "plural society." Furnivall, an economist and

colonial administrator, described a plural society as "comprising two or more elements or social orders which live side by side, yet without mingling, in one political unit. More than any other time in the history of Western civilization, we are living today in a period of increasing religious plurality. It is becoming more common for persons living in many of the urban and suburban cities in the United States and around the world to have neighbors and acquaintances that are Jews, Muslims, Hindus or Buddhists (Furnivall, 1939).

When we try to define minorities we face a great difficulty in this because there is no agreed definition of this term and we face hesitancy in determining which groups constitutes minorities. The term minority as used in the United Nations human rights system to religious and Linguistic, national or ethnic minorities as laid out in the UN Minorities Declaration. In practical terms, Francesco Capotorti made a definition in 1977 can be useful. According to Him a minority is:

"A group numerically inferior to the rest of the population, in a non-dominant position, consisting of nationals of the State, possessing distinct ethnic, religious or linguistic characteristics and showing a sense of solidarity aimed at preserving those characteristics."

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Pakistan is an Islamic state where pluralism is promoted for the moral growth. The history of Pakistan tells us that Pakistan since its inception was based primarily on democracy becomes a multi cultural society. Historically, pluralism was accepted by both modernists and traditionalist sectors in term of peaceful coexistence at the time of independence soon after democratic and pluralistic vision during authoritarian regime of Ayub Khan. He was informer of authoritarianism and undetermined the ultimate vision of our founder father. This pluralism lost its lesson in the society (Zehra, 2016).

The teachings of Islam promote patience, tolerance, morality and equality along with numerous positive attributes. Pakistan is an Islamic state where a few extremists have defamed the state as well as shattered the image of the peaceful religion Islam. Pakistan is home of Muslims along with other people of different beliefs such as Christians, Hindus etc. Inter belief violence and intolerance has been observed as a common conflicting course in Pakistan. According to the report of Pakistan Christian Post in Pakistan, one of the well known NGOs in Pakistan, the rights of minorities are frequently infringed and violated. HRFP has always expressed its opposition in order to protect minority rights, religious liberty, pressure exerted from different province of minorities in order to safeguards human rights impartially and prejudice in Pakistan. They also raised voices against the brutal assassination of Suleman Taseer, the Governor of Punjab (Pakistan Christian Post, 2016) and condemned another mishap of horrific murder of Federal Minister for Minority Affairs Shehbaz Bhatti by unknown attackers who was not yet identified (Khan 2016). Civil society in this regard can deliver a constructive role in order to promote, peace, endurance, cultural and religious diversity. They also believe in dialogue and friendship to change the lives of the people efficient civil society initiatives can build confidence and trust within in South-Asia and especially in Pakistan for the promotion of peace and security in this region This will bring positive outcome in the improvement of human lives, rule of law in a wide areas, pragmatic civil society in a region, can ever provide a trust worthy environment which can course a region to grow by heaps and bounds without fearing from security dilemmas. Similarity, South Asia if constitutes of coherent civil society in this regards has been very vital

and this contribution towards the development of human security and crises resolution to a great constant. (Mohsin & Waseem, 2005).

The post-colonial ruling setup in Pakistan arise space for non state actors in cultural, political economic and religious spheres. The growth of income has led to the rise of middle class generating social activity through the NGO is reflective of the fact that civil society growing in Pakistan. Yet still a strengthened civil society will take time to flourish in Pakistan. The question here is how much opposition can produce to the prevailing order in context of the promotion of democracy and its outcome depends upon the value of collective networks and how there interpersonal and institutional relations can influence macro and micro structures of society. Pakistan is seen inseparable in this context would wide. These malpractices by handful of Pakistani's should be discouraged as there are against Islamic teachings and forbidden strictly in Pakistan, some people of other religions are behind to create misconception almost Pakistan and they correlated it with Islamic doctrine globally (Waseem 2005).

Pakistan is currently facing many crises. From racial discrimination to the threat of terrorism, the country is trapped under many loopholes. At this crucial time, NGOs and Civil Society Organizations are working hard as a mediator to provide positive image of diversity to the citizens of Pakistan as well as to the world. Liberal democratic values are also advocated by NGOs and CSOs. There are many controversial issues of religion and discrimination of different cultures in Pakistan. In order to provide understanding and to develop sense of brotherhood, equality and to accept diversified culture, few of the NGOs are regularly arranging awareness programs in order to provide freedom of speech and to welcome open dialogue about interfaith, while the other NGOs are working for promoting human rights and trying to break the barriers of discrimination from Pakistani society.

Pakistan came into existence on 14, August 1947. It was comprised of Muslim Majority areas of Sub Continent. After partition, it inherited regions and areas which were economically poor, ethnically and religiously diverse. There were already strong sentiments in these regions to keep their identity intact. They joined hands with Muslims League as they were hoping to establish a system where they can survive while retaining their distinct identity without the domination of

any other community. The Government of India Act 1935 was modified and adopted as an Interim Constitution and Constituent Assembly started the task to formulate a constitution for this newly independent country. Muhammad Ali Jinnah, the founder of Pakistan, while addressing the First Constituent Assembly of Pakistan said:

"You are free; you are free to go to your temples, you are free to go to your mosques or to any other places of worship in the State of Pakistan. You may belong to any Religion or caste or creed, that has nothing to do with the business of the State ... We are starting with this fundamental principle: that we are all citizens and equal citizens of one State. Now, I think we should keep that in front of us as our ideal and you will find that in course of time Hindus would cease to be Hindus and Muslims would cease to be Muslims, not so in the religious sense because that is the personal faith of each individual, but in the political sense as citizens of the state. (Constituent Assembly Debates, 1947-56).

This saying is considered to be the accord of Pakistan and abstract of Jinnah's views on the role of religion and the state lead towards the future of the minorities in Pakistan, but the sudden death of the founder of the nation and delay in constitution making aggravated the situation for a while in the country.

The Pakistani state is recognized in the motto of the Islamic republic. In reality, however, the emphasis has been more on the unity than on the diversity aspect. It is a country where religious nationalism and majority governance have taken control of the business of the state and governance. Pakistan has been wavering between the two extreme of a liberal Muslim and a theocratic state providing the majority Muslims a privileged status at the cost of disadvantaged religious minorities. Hence the continuing debate on what constitutes national culture, the emphasis on nation building and the exhortations towards unity Ziring (1980) and Williams (1962), Consequently, there have been accusations that the minorities are not participating in the national efforts towards social and political development. One of the manifestations of this emphasis is the policy towards the minorities especially regarding their education and overt expressions of elements of minorities' culture.

Pakistan is an Islamic state with majority of Muslim population belongs to several dogmatic groups however Sunnis are in the majority amongst them. Although Pakistan is one of the

world's most ethnically diverse countries but in other sense it has a small number of religious minorities representing approximately 5 percent of the whole population. Among them there are several Christian denominations, Baha'is, Buddhists, Hindus, Jains, Kalasha, Parsis and Sikhs who are identified as non-Muslim Pakistanis. In 1974, the National Assembly of Pakistan has also declared Ahmadi's (Qadianis) a non-Muslim community (Constitution of Pakistan 1973).

The issue of the mode of participation of religious minorities in the business of the state emerged as part of the national agenda very early after partition. It was always easier at the constitutional level to express the commitment of the new state to shun discrimination on the basis of the religious beliefs of any person or group. However, the minority vote could make a difference through the electoral process in the winning potential of candidates from certain parties on the right of the political spectrum. Therefore, the minority vote was essentially an issue that concerned the Muslim majority, rather than the minorities themselves, in terms of the support of the latter for one or the other mainstream party. According to (Ishtiaq 2011), a democratic government clearly represents the priorities of the majority, while the policy preferences of the minorities are typically rendered irrelevant. The open-ended character of a pluralist society such as Pakistan, comprising numerical entities of an Islamic majority and non-Muslim minorities, can change into a hierarchy of wills straight after the election. Thus, the will of the majority acquires a deterministic hold over that of the minorities through its assumption of public office, and thus redefines relations of power between communities, subjugating the minorities to the majority sovereign will.

However, none of the three constitutions of 1956, 1962 and 1973 provided for separate electorates. According to (Callard 1993), the 1956 Constitution gave the right to the elected parliamentary representatives of the two wings to decide the issue by approaching their respective provinces. This would have created an anomaly if in one part of the country elections were held under one electoral system and in another part under a different system altogether. In the event, no election was held under that constitution at the national level. The 1962 and 1973 Constitutions clearly provided for a joint electorate comprising

all religious communities. (Chaudhry, 1975). The latter also provided reserved seats for minorities in both the national and provincial assemblies because the joint electorate would typically undermine the chances of minorities of election to the legislatures. Later, Zia-ul-Haq arbitrarily changed the electoral system for minorities to separate electorates, first for local elections in 1979 and later for national and provincial elections. All elections from 1985 to 1997 were held on that basis, despite criticism from the liberal intelligentsia, religious minorities, human rights activists and the world media at large.

Pakistan was founded on democratic basis. Initially, both modernist and traditionalist sectors openly accepted pluralism. The democratic and pluralistic part of the founders' vision was lost when Ayub Khan captured power. He was in view that we can move ahead only through economic development managed by benign authoritarianism. But the anti-Ayub movement was soon launched by civil society to restore democracy in Pakistan. The movement shaped the political outlook and progressive agenda of Zulfikar Ali Bhutto (Rais, 2016).

Over the years, however its implementation has varied in consistency and strength and despite these efforts indications are that the relations between the minority and majority are still characterized by one of uneasiness, or even latent hostility. This resentment is not only due to the perceived dominance in the social status but also to the attitude and behaviour, which is usually expressed in the single term "exclusiveness". Social biases against minorities has manifested in different shapes during different regimes in Pakistan. It became problematic to accommodate different interests as all areas in Pakistan were not equal in terms of area, population, and economic resources, ethnic and religious diversity. The only solution was to accommodate them in a system while providing maximum autonomy. But unfortunately, this could not happen due to certain factors and reversal of democratic process many times. Pakistan's rulers have remained reluctant to accept plurality in the country and ethnic heterogeneity and religious pluralism were viewed as threat to the whole country. Our elites and decision makers tried again and again to crush ethnic, linguistic and religious differences rather to recognize and accommodate them (Mirani & Akram 2008).

It is a common observation that the political representatives tend to be drawn from the elite

stratum of society, even where representatives are chosen through fair and democratic elections. This is especially true for representation at the national level. We say a parliament an unrepresentative of certain groups. Pakistan has passed laws to correct the under-representation of minorities to dominate them and seats are reserved for them by adapting quota law. We can improve political representation at each and every step of political institutions. Although their numbers are low but representation made it possible for them to raise their issues on these forums for possible solutions.

The process of social development of religious minorities is a phenomenon that in essence includes not only their own livelihood but the social sphere of a country as a whole. Social and political changes that take place in a society are both varied and intertwined. The role of minorities in these specific areas creates a relationship between minorities and majorities and provides the basis towards the development in a country. Minorities in Pakistan participate in public affairs of the country in all aspects of the political, economic, social and cultural life (Abbas, 1996)¹⁷. Mechanisms are available to ensure that the diversity of society in regard to minority groups is reflecting in public institutions and bodies including parliaments and civil services according to their population.

The participation is not strongly meaningful but it is also not symbolic one. For instance the minorities are commonly represented and their issues and concerns are adequately addressed. The situation in respect to the participation of some groups among themselves is of particular concern. From the beginning of the Islamic republic the minorities are recognized as an integral part of the state. This is not only because they are also indigenous inhabitant of the country but especially because of their role in the development of the country they played since independence. As a matter of fact, the majority perceive this role as even more pervasive today than at any other time in the history of the country. The evidence so far indicates that this role is not going to be reduced in the near future. They are strengthening their position with their indigenous associates as such they are part of the emerging political leadership of Pakistan. The evidence also suggests that in they will continue to play a significant role in the socio-cultural framework of the country.

Minorities in Pakistan are playing an important role in the economic and cultural life of the country. The urban population of minorities is performing generally better than that of the rural groups. This can be explained as the advantage of being an urban population. They have some distinct urban characteristics, such as more receptive to new ideas and approaches, better education and better health condition. Most of them are in urban occupations that are better remunerated, such as services, business and trade. The wives are also better educated, are often a partner in the business or are themselves in some profession. These characteristics are conducive to the development of a more pragmatic attitude, facilitating the ability to live in a more rational way.

The Muslims of Pakistan are deeply conscious of the valuable contribution which their non-Muslim compatriots have made and continue to make toward enriching the national life, socially, economically, politically and cultural. Social biases and hatred are entrenched in

Pakistani society is in shape of laws and regulations, where discrimination against religious minorities is apparent. This research project would give a micro study of the religious minorities in Pakistan with reference to their social status and political participation in Pakistani society.

Conclusion:

1973- Constitution is akin to Magna Carta and indeed a charter of responsible liberties which enshrines in itself respect and dignity for all citizens of Pakistan irrespective of caste, creed and race. Undoubtedly, it is a sacred document constituting legal and fundamental guarantees of rights and privileges for the Muslims and non-Muslims alike. It was framed based on Objectives Resolution passed by the first Legislative Assembly of Pakistan which was initially placed in the preambles of 1956, 1962, and 1973 constitution. In 1985, it was made an operative part of 1973-constitution. The commandments of Allah, saying of Prophet Muhammad (SAW) and Objectives Resolution have been beacon light for the legislators which making the constitution and in especially laying down the rights of minorities. It gives comprehensive protection to minorities, because of which they can lead their lives freely in accordance with their religion and beliefs. They are at liberty to visit their respective places of worship and can ever preach their religion within guiding limits prescribed in the

constitution. Legislators of Pakistan are alive to the problem and remain constantly at work to improve upon legislative deficiencies wherever observed.

Certainly, owing to constitutional safeguards and assurances, minorities in Pakistan are leading respective and happy life more than most of the countries of the world in general and all the countries of the region in particular.

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Non-Muslims as referred to in Article 106(3) of the Islamic Republic of Pakistan 1973 are the Christians, Hindus, Sikhs, Parsis and Buddhists and persons of Qadiani group and Lahori group who call themselves Ahmadis and other

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BOOK REVIEW OF PAKISTAN A HARD COUNTRY

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About the Author Mr. Anatol Lieven is indeed an expert per excellence on Pakistan. He is a widely read British journalist and writer who undertakes extensive traveling and tries to probe for the minutest details about his mission in hand. Anatol Lieven is professor of International Relation and Terrorism studies at Kings College, London. He is also a senior fellow of new American Foundation in Washington D.C. In Pakistan, he had done extensive survey and by using hundreds of interviews with different walks of life from Soldier to Rickshaw driver, he drew an analysis that extremism is far weaker in Pakistan than we think. He is also expert of Soviet Union and Eastern Europe. Lieven is a wonderful writer and has deep understanding about the people of Pakistan, their traditions and value system. He is Author of many books but a few famous books are appended below:

- " America Right or Wrong.
- " An Anatomy of American Nationalism.
- " Tombstone of Russian Power.

The book Pakistan a hard Country is in paper bag having 566 pages. Its price is UK £ 10.99. This book is published in 2012 by Penguin Books.

About the book "Pakistan A Hard Country" in his latest accomplishment which merits a salutary response for its highly laudable quality and quantity. The book comprises four parts which are further divided into twelve chapters of various sizes. Part 1 is titled 'Land 'People and History and is divided into chapters. Chapter 1 introduces us with general and demographic aspects of Pakistan. The author, in this chapter gives us very meaningful insight into characteristics of people and land of various parts of the county. He highlights the fertility of the Punjab soil and the Sindh and mineral and natural wealth which lies under the soil of Baluchistan and Sindh. This all can be utilized for the benefits of country's future development. He laments that it is an irony of fate that the country which has huge natural resources and capability to help others, runs to international agencies like World Bank, IMF, and rich countries with a begging bowl in his hand.

In Chapter 2, impressive and unprecedented details about the Muslims of the sub-continent for their independence have been given. He admires the van-guard of freedom movement led by Mr. Muhammad Ali Jinnah. Lieven commendably highlights the supreme sacrifices rendered by the

Indian Muslims. Hundreds of thousands lost their lives and property and countless of our daughter suffered at the hands of beasts disguised in human shape.

Part II meticulously dwells upon the subjects of justice, religion, the military and politics. In this part, chapter 3 deals with justice system in Pakistan. The author marks mention of many difficulties and humiliation faced by the poor masses at district and lower growth levels. Corruption is a noteworthy factor in this context. Higher judiciary too, does not have an immaculate history. Abrogation of the constitution by the military and subsequent amendments in it has always been given legal coverage by the Supreme Court. Off late, there is a positive turn in its performance. Political elite and the wealthy try to exploit weaknesses of judiciary to their advantage. Activists of PML(N) of former Prime Minister Nawaz Sharif once ransacked the Supreme Court in 1990's which is shameful from any standard.

The chapter 4 dilates upon importance of religion in the life of Pakistanis. The author opines that they exhibit strong adherence to Islam. Despite this, they gave unflinching and strong support to

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Mr. Jinnah (Founding father) who as a British educated and enlightened barrister. Mr. Bhutto was another popular leader whose academic credentials were similar to the former. During elections too, the religious parties never fared well. Fanatic-Taliban type elements are very limited in numbers and do not enjoy masses support.

Chapter 5 pertains to the military, to which, Lieven considers like a big family. He appreciates professional competence, discipline, patriotisms and internal cohesion of this institution. He clearly considers Pakistan Army differences from M.E and African armed forces where coups were staged by groups of junior's officers. He rightly describes mental and psychological superiority of young officers who by training, discipline, organizations missionary zeal have an edge over the civilians counter parts. At the same time, however, army's insolvent in civilian matters is not agreed to in all circumstances. The author has portrayed the cantonments of army. He termed them the paradise. They are clean, neat and signposted. The buildings of the Cantonment are equally impressive.

Chapter 6 dwells upon politics. Politics in generally considered the domain of elite in Pakistan. Kinship is weighted heavily in this field. Political lot of the country is thought to be comprising selfish, corrupt and low in character. Family hegemony is the supreme mission of the most of the party leaders. They relegate the country's interest to secondary and give preference to their own which has been a major course of Pakistan's underdevelopment.

Par III (Chapter 7 to 10) contains a chapter devoted to each province. The strong points and weaknesses of the people, culture, economic potential, religious preferences and political inclinations of the residents have been described in the respective chapter with exquisite details. The authors approach to minutest points has been admirable. He carefully draws our attention to sensitivities of smaller provinces which are of critical importance for the national cohesion and integrity of our motherland.

In part IV, the author analyses the Taliban factor incisively. Chapter 11 deals with the Pakistani Taliban who he states are limited in number and mostly belong to Southern Punjab and K.P.K. He

does not consider them to be enjoying the support of masses. The people are gradually greeting more convinced of their nefarious and menacing mission. Now, most of them are convinced of them receiving support from India, thus anti-state. Chapter 12, "Defeating the Taliban" the author in addition to describe various characteristics of Taliban recommends ways to defeat them. The author is of the view that Pakistan's latest approaches to handle the matter is proving to be fruitful. They must adopt multidimensional course to undo Taliban movement. Economic emancipation of people, socio-political development, balanced and comprehensive foreign policy and strong military are the key to the success in this regard. This strategy is already paying dividends and is recommended to continue.

Research Gap: The author has been generally pragmatics comprehensive in his approach and his painstaking endeavors with an eye to detail and facts in writing the book are praiseworthy. In any case, his occasional remarks regarding dark future of Pakistan are not compatible with the title of the book. In the light of the lately developed foreign policy, exemplary relations with China climaxing in to CPEC, gradually growing good relations with Russia and strong ties with Iran and Turkey are more than match against historical US opportunism and Indian prejudice and the latter two's nexus.

The book, overall, is an excellent work about Pakistan. Indeed, it is a top class blend of history, reporting and analysis and is considered useful for students of the Political Science, History and International Relation. Written in an easy language and lucid style, it makes an interesting and highly educative reading. Available on leading bookshops in Pakistan, this book is really a treasure of knowledge for individuals and libraries at university and departmental level. Paper found addition makes it economically accessible.