PROCEEDINGS

4th International Conference on Industrial and Organizational Psychology: Trends, Challenges and Applications

(19th APRIL, 2012)

Dr. Muhammad Ajmal
NATIONAL INSTITUTE OF PSYCHOLOGY
Centre of Excellence
Quaid-i-Azam University Islamabad

Editors
Anila Kamal
Aisha Zubair
Rubina Hanif
Sadaf Tariq
Naeem Aslam
Preface

We are very pleased to introduce the proceedings of 4th International Conference on Industrial and Organizational Psychology: Trends, Challenges, and Applications. This conference was held on the campus of Quaid-i-Azam University in Islamabad on 19th April, 2012, the home of a major state university amid pleasant surroundings, was a delightful place for the conference.

There were extensive contributions from about 550 participants including students, faculty members, and professionals from Isfahan University of Iran, University of Punjab (Lahore), Government College University (Lahore), Beaconhouse National University (Lahore), Lahore College for Women University, Lahore University of Management Sciences, Institute of Business Management (Karachi), International Islamic University (Islamabad), Bahaud-din-Zakaria University (Multan), Karachi University, Islamia University (Bahawalpur), Hazara University’s Mansehra Campus, Hamdard Institute of Management Sciences, Bahria University, National University of Science and Technology, School of Administrative Sciences at Quaid-i-Azam University, University Institute of Management Sciences of PMAS, Arid Agriculture University, University of Gujrat, University of Sargodha, Peshawar University and the postgraduate colleges of Islamabad and Rawalpindi.

Section 1 presents the main messages that were delivered before and during the conference. Special messages were delivered by Prof. Dr. Masoom Yasinzai, then Vice Chancellor of Quaid-i-Azam University and Prof. Dr. Anila Kamal, Director, National Institute of Psychology, Quaid-i-Azam University. This section also captures the welcome note of the Director, NIP, inaugural address of vice chancellor and the chief guest, Prof. Dr. Nasser Ali Khan presented in the inaugural session of the conference. These are followed by the concluding address given by Zubair Ahmed Malik, Former President, Islamabad Chamber of Commerce and Industry.

Section II presented a brief conference overview so as to grasp the overall happenings of the whole conference day and also to capture the diversity of activities during the event. Conference committees gives the reflection of untiring efforts of the worthy colleagues and faculty of NIP who presented an excellent examples of team work and dedication. Conference program offers more elaborative picture regarding themes of scientific sessions and the
assortment of papers presented in each session. Esteemed session chairs and dynamic moderators had made each scientific session productive and a thorough learning for the audience.

Section III present a brief introduction about the keynote speaker Prof. Dr. Sherri Nevada McCarthy, Human Relations Program, Educational Psychology Department, Northern Arizona University, Yuma, USA. The title of her plenary speech was: Integrating Education and Practice in the Training of I/O Psychologists: Examples from Universities in Several Countries.

Section IV include abstracts of papers that were selected and published in Psychology at Work in Asia: Proceeds of the 3rd and 4th Asian Psychological Association Conferences and the 4th International Conference on Organizational Psychology edited by Sherri McCarthy, Jas Jaafar, Anila Kamal and Aisha Zubair and published by Cambridge Scholars Publishing, UK. The proceeds include papers that are presented in 3rd Asian Psychological Association Conference (Darwin, Australia); 4th Asian Psychological Association Conference (Jakarta, Indonesia), and 4th International Conference on Industrial and Organizational Psychology: Trends, Challenges, and Applications (Islamabad, Pakistan). Selecting the best examples of work from each of the conferences to form a cohesive volume was the major purpose of selected proceeds. The selection based on, first, offering samples of current work from as many participating countries as possible. We were able to include work from more than 10 Asian countries, as well as work conducted in Asia or on topics relevant to Asian societies by scholars from the UK, USA, Australia, Sweden and Germany. Topic of research was also a major determinant of inclusion. As the theme was organizational psychology, therefore, that paper was preferred which was most directly connected to psychology in the work place. Obviously, many aspects of our lives influence the quality of our work, just as our work influences many aspects of our lives. School, home, family, health and quality of life are all related to success in the workplace, just as stress at work influences family life, health and quality of life. As such, not all of the papers here are strictly tied to organizational research.

Section V is comprised of full text papers that were presented in various scientific sessions of the conference. We include only those papers for which the authors have rendered their consent. Few authors decline their consent for inclusion of their paper in the conference proceeds as they are interested to submit their papers to the relevant journals. The quality of these
papers is a tribute to the authors and also to the reviewers who have guided any necessary improvement.

Section VI presented a rich assortment of abstracts of poster presentations. The posters remain displayed in the hallways of the conference venue throughout the day. Posters offer a dynamic and vibrant channel to present the research findings in a more attractive and captivating manner.

Section VII presents the brief summaries of the preconference workshops which were executed before the conference. NIP has a consistent tradition of organizing pre and post conference workshops which provides an active forum for the participants to have the opportunity of experiential learning and erudition.

Lastly, advertisements are included which would be quite informative to the readers regarding different services available at NIP. Few advertisements are also included from the major sponsors of the conference.

In the end, we are greatly indebted to the participants of the conference for their active involvement in the event that made it a successful happening. We also acknowledge the authors as their valuable contributions and input was the greatest strength of the conference.

Editors
Anila Kamal
Aisha Zubair
Rubina Hanif
Sadaf Tariq
Naeem Aslam
## CONTENTS

<table>
<thead>
<tr>
<th>Title</th>
<th>Page No.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Section I: Messages</strong></td>
<td>1</td>
</tr>
<tr>
<td>Inaugural Address of Prof Dr. Masoom Yasin Zai, Vice Chancellor, Quaid-i-Azam University, Islamabad, Pakistan</td>
<td>3</td>
</tr>
<tr>
<td>Welcome Note by Prof. Dr. Anila Kamal, Director, National Institute of Psychology, Quaid-i-Azam University, Islamabad, Pakistan</td>
<td>4</td>
</tr>
<tr>
<td>Inaugural Address by Prof. Dr. Nasser Ali Khan, Member Operation and Planning, Higher Education Commission, Islamabad, Pakistan</td>
<td>5</td>
</tr>
<tr>
<td>Concluding Address by Zubair Ahmed Malik, Former President, Islamabad Chamber of Commerce and Industry, Islamabad, Pakistan</td>
<td>6</td>
</tr>
<tr>
<td><strong>Section II: Conference Overview</strong></td>
<td>7</td>
</tr>
<tr>
<td>Conference Committees</td>
<td>8</td>
</tr>
<tr>
<td>Conference Program</td>
<td>12</td>
</tr>
<tr>
<td><strong>Section III: Keynote Address</strong></td>
<td>20</td>
</tr>
<tr>
<td>Prof. Dr. Sherri N. McCarthy, Department of Psychology and Education, Northern Arizona State University, USA</td>
<td>21</td>
</tr>
<tr>
<td>Abstract of Keynote Address</td>
<td></td>
</tr>
<tr>
<td><strong>Section IV: Abstract of Papers Published in International Proceeds</strong></td>
<td>23</td>
</tr>
<tr>
<td>Psychology at Work in Asia</td>
<td></td>
</tr>
<tr>
<td><strong>Section V: Papers Presented in Conference</strong></td>
<td>29</td>
</tr>
<tr>
<td><strong>Section VI: Abstracts of Poster Presentations</strong></td>
<td>196</td>
</tr>
<tr>
<td><strong>Section VII: Pre-Conference Workshops</strong></td>
<td>219</td>
</tr>
<tr>
<td>Advertisements</td>
<td>222</td>
</tr>
</tbody>
</table>
MESSAGES
Message

Prof. Dr. Masoom Yasinzai
Vice Chancellor
Quaid-i-Azam University, Islamabad

It provides me with great source of contentment and satisfaction that since 1976, National Institute of Psychology is contributing a great deal into national as well as international arena through its academic and research endeavors. It also makes me pleased that National Institute of Psychology, for the last few years, is making a great deal in the field of research and academia by conducting national as well as international conferences on diverse areas of knowledge. I am hopeful that the ongoing international conference on “Industrial and Organizational Psychology: Trends, Challenges, and Applications” will not only enrich research and academic domains of knowledge, but it would also provide industrial and organizational realm with an opportunity to get cherished with the ways this knowledge can be applied. It would also facilitate social scientists and organizational psychologists by providing them with a platform to share their intellectual discourse and ideas.

I am glad that NIP as an esteemed organization, is pursuing this venerable goal under the proficient leadership of Prof. Dr. Anila Kamal, the current Director of NIP, and her dedicated team of professionals. Their perseverance, enthusiasm, motivation, and commitment to research and academic obligation is worth appreciation. I assure them of my utmost support and wish them best of luck.
Message

Prof. Dr. Anila Kamal
Director
National Institute of Psychology, Quaid-i-Azam University, Islamabad

National Institute of Psychology, for the last three decades, since its beginning, has been very industrious and enthusiastic in conducting national as well as international conferences related to varied dimensions of psychology. The core objective of these efforts is to provide a forum to the researches and practitioners working in diverse settings to share their invaluable and professional experiences with us.

The current international conference with the theme Industrial and Organizational Psychology: Trends, Challenges and Applications is also such an effort. The health of an organization can be determined by the psychological state of its employees and the level of employee engagement in the organizations. When organization grows, so does its employees and as such it is important that the employees are prepared and trained to take on the building pressure of performing more to keep up with the growth of the organization. I/O psychology provides us with the techniques, essential for promoting productive worker attitudes and behaviors, managing work life balance, and also selecting and promoting candidates in the most effective manner. This is especially important in this fast-changing world whereby organizations are forced to continuously adapt and restructure to survive.

This conference may play a pivotal role in the development of organizational psychology in Pakistan as it intends to provide a unique opportunity for both the researcher and the practitioners to share their ideas and experiences which help spawn effective and efficient organizations. Being the oldest institute of psychology in Pakistan, offering specialization in the field of Industrial/Organizational Psychology, National Institute of Psychology feels privileged to host such a marvelous international conference. The purpose of this international conference is two prong; on one hand we apt to invite psychologists, from different domains of psychology and provide them with an opportunity to give their input regarding the applications of psychology in industrial settings, based on their research experience. On the other hand, we also invite people from the fields of entrepreneurship and management to have a collaborative experience with the psychologists from all across the globe, and extend that knowledge through its applications in their respective fields in order to maximize their organizational performance and productivity. Thus this conference may delineate the actual landscape of I/O psychology in Pakistan and may also suggest important guidelines for the further progress of the field.

I am thankful to Higher Education Commission for the assistance in the conduction of this international conference through its collaboration. I am also grateful and obliged to Prof. Dr. Masoom Yasinzai, Vice Chancellor, Quaid-i-Azam University, Islamabad, for his solemn support and reinforcement. I feel grateful to all the presenters, participants, and the members of organizing committees, who acknowledged this need of the time and gave their due share in the execution of this event.
Inaugural Address

Prof. Dr. Masoom Yasinzai

Vice Chancellor, Quaid-i-Azam University

It’s an occasion of immense pleasure for me to be part of International Conference on Industrial and Organizational Psychology: Trends, Challenges and Applications. Indeed this conference is rightly held in the milieu of vigorously changing economic, fiscal, and business circumstances. In my opinion, organizational and industrial sciences had a definite part to play in business and industry because it would increase output without increasing the demands on the energy of the worker. Business and industrial psychology has become an integral part of how organizations do business by helping businesses focus on key productivity issues including the physical and mental well-being of workers. I hope that deliberations of the conference would pave the way for professionals to ponder on the application of psychological theories and principles to the effective functioning of the organizations and increasing workplace productivity.

Being a focal and significant university of Pakistan, Quaid-i-Azam University has fulfilled its foremost obligation in implementing those educational values and practices which are in direct alliance with the national needs and requirements. Therefore, we always foster and stressed application and reality oriented approach as an integral part of the educational networking, in all its disciplines and related departments. In the backdrop of rapidly altering socio-political scenarios; it’s a high time to figure out the ways which will eventually cultivate and promote the economy and monetary steadiness of our country and in the longer run play a vital role in the overall stability of Pakistan.

There is also a dire need to strive with maximum potential to match our competencies and capabilities in accordance to the international trends and inclinations so as to bridge the global advances and national developmental pace. Social sciences are becoming indispensable, by and large, in research and exploration of social, communal, and societal issues; at both individual and collective levels. I am glad that National Institute of Psychology has taken a step forward in organizing international conference on the much needed theme. I look forward to the national and international social scientists and professionals to unravel the workplace concerns and predicaments and also recommend potential and promising solutions in maximizing the human potential in the administrative and organizational setups. I wish best of luck to the participants and presenters and congratulate the faculty and staff of NIP for their effort and endeavor in organizing this conference.
Welcome Note

Prof. Dr. Anila Kamal
Director
National Institute of Psychology, Quaid-i-Azam University

It’s my pleasure to welcome you all at the International Conference on Industrial And Organizational Psychology: Trends Challenges and Applications. National Institute of Psychology as Centre of Excellence has always strived for the ultimate goal of providing valued culture based on application oriented approach and scientist-practitioner model both in research and teaching. NIP is also offering wide range of specialized courses and internship programs in diverse areas of Psychology. As a national institute, we always obliged to the educational needs of Pakistan and through our expertise and dedication, take the educational standards to the next level. For the last few years NIP has regularly conducted national and international conferences on diverse issues for the rigorous sharing of ideas and research output at both indigenous and global levels. In the context of rapidly changing social, economic, and political scenarios the theme of the present event is the focus on Industrial and Organizational Psychology with special emphasis to augment understanding of prevailing trends, competitive challenges, and applications in the factual occupational settings.

I am certain that deliberations of the conference would assist in accomplishing its vital aspirations. The crucial goal of this conference is to share knowledge and research skills needed to study human performance in the workplace. Moreover, it is equally critical to determine the resolutions to problems of the real-world projects and scrutinize the application of psychological principles and ideologies to workforce management.

The contributors of the conference have joined this forum from assorted milieu of academia, research, and consultation; therefore, I dearly hope that each contributor of the conference would experience pragmatic learning and supplement their comprehension.

I like to acknowledge our major collaborator Higher Education Commission for the facilitation in the execution of this event. We are highly indebted to HEC for extending their help in the materializing of event. HEC has played pivotal role in the growth and expansion of higher education in both public and private universities by rendering logistic, monetary, and administrative support and assistance.

I also express my best wishes to the speakers, paper/poster presenters and panelists for their scientific contributions in this venture.
Inaugural Address

Prof. Dr. Nasser Ali Khan
Member Operations and Planning
Higher Education Commission, Islamabad

In the backdrop of rapidly altering socio-political scenarios; it’s a high time to figure out the ways which would eventually cultivate and promote the economy and monetary steadiness of our country and in the longer run play a vital role in the overall stability of Pakistan. It’s a call of point in time to converge our research endeavors undertaken by the professional and skilled academe to explore the cultural specific and more customized and adapted modes of solving the problems. I generously appreciate the initiative taken by National Institute of Psychology and has taken a step forward in organizing international conference on the much needed theme. Under the prevailing circumstances, national and international social scientists and professionals should propose ways to unravel the workplace concerns and predicaments and recommend potential and promising solutions in maximizing the human potential in the administrative and organizational setups. Existing industrial and business complex in Pakistan is in a calamitous need to be uplift at par with the global transformations; thereby requiring rigorous and scrupulous progression in the techniques, essential for promoting productive workers’ attitudes and behaviors, managing work life equilibrium, and also selecting and promoting candidates in the most effective approach This is especially important in this fast-changing world whereby organizations are forced to continuously adapt and restructure to survive.

I am hopeful that the ongoing international conference on “Industrial and Organizational Psychology: Trends, Challenges, and Applications” will not only enrich research and academic domains of knowledge, but it would also provide industrial and organizational realm with an opportunity to get cherished with the ways this knowledge can be applied. It would also facilitate social scientists and organizational psychologists by providing them with a platform to share their intellectual discourse and ideas.
Concluding Address

Zubair Ahmed Malik  
*Former President*  
*Islamabad Chamber of Commerce and Industry*

The health of an organization can be determined by the psychological state of its employees and the level of employee engagement in the organizations. When organization grows, so does its employees and as such it is important that the employees are prepared and trained to take on the building pressure of performing more to keep up with the growth of the organization. I/O psychology provides us with the techniques, essential for promoting productive worker attitudes and behaviors, managing work life balance, and also selecting and promoting candidates in the most effective manner. This is especially important in this fast-changing world whereby organizations are forced to continuously adapt and restructure to survive.

He put emphasis on the need to develop awareness in relation to the knowledge and research skills needed to improve human performance in the workplace. He further expressed that organizational structures, social norms, management styles, and role expectations are all factors that can influence behavior of people within an organization. By understanding such factors, efforts can be made to improve individual performance and health while at the same time benefiting the organization as a whole. The purpose of this international conference is two prong; on one hand we apt to invite psychologists, from different domains of psychology and provide them with an opportunity to give their input regarding the applications of psychology in industrial settings, based on their research experience. On the other hand, we also invite people from the fields of entrepreneurship and management to have a collaborative experience with the psychologists from all across the globe, and extend that knowledge through its applications in their respective fields in order to maximize their organizational performance and productivity. Thus this conference may delineate the actual landscape of I/O psychology in Pakistan and may also suggest important guidelines for the further progress of the field.
Conference Overview

Industrial and Organizational Psychology is committed to create and improve socially responsible organizations ready to meet the challenges of an increasingly diverse workforce, global economy, and universal community. National Institute of Psychology, Quaid-i-Azam University organized International Conference on Industrial and Organizational Psychology: Trends, Challenges, and Applications with the fundamental aim of providing the platform to exchange logical and critical analysis of the human-organization interface. The conference also intends to provide forum to the industrial and organizational psychologists and researchers to work out the requisites necessary to pursue wide range of workplace issues based on the combinations of their interests and experiences. The event focused on the ultimate aim of promoting critical reasoning, ability to apply and effective sharing of scientific knowledge in diverse situations, formal scientific methods and thinking, and advanced statistical analysis in the domains of Industrial and Organizational Psychology.

As a culminating event, conference achieved its mission to facilitate the organization-academic interaction by (a) helping the organizations to effectively manage their human resources, (b) scientific investigation of human behavior and cognition at work, and (c) helping individuals realize their work goals, including assistance to maximize job satisfaction and minimize work stress. Flexible and adaptive leadership is especially important when there is substantial change in organizational situations. Deliberations of the conference would smooth the progress of training future leaders, change agents, scholars, and educators to use psychological and organizational theory and research to improve organizational effectiveness and the work life of all individuals. Since we believe every employee is unique, organizations are encouraged to tailor their job designs and job specifications to fit the individual interests and career goals of their employees.

The conference program catered to both academics and practitioners, with an international flavor and a focus on our theme of human connection to a world of dynamic change. We hope the conference provides an outstanding experience with paper and poster presentations focusing on every aspect of Industrial and Organizational Psychology. Add to that, in-depth panel discussion, informative and experiential preconference workshops, and inspiring keynote address offered wide array of experience to all.

Conference proceedings commenced with formal inaugural ceremony setting a base for the whole line up of activities. The hallmark of the event was the plenary speech providing an insight about the I/O Psychology in the backdrop of international trends and approaches as well as ever changing economic and political scenarios. Further proceeding of the event includes four parallel rigorous and meticulous scientific sessions offering a wide array of the empirical and pragmatic research papers covering major dimensions of Industrial and Organizational Psychology. Posters further added to the essence of graphical presentation of research findings offering visual delight to the audiences. Panel discussion as post lunch activity had presented vibrant and enriched platform to the experts of related disciplines to share their connoisseur opinion regarding the need to epitomize our academic output with the industrial requisites. Contributions and participation of everyone in the conference were duly acknowledged and appreciated in a ceremonially closing session and to formally conclude the event. Last but not the least, the energetic day ended with scrumptious gala dinner and musical show to bid memorable farewell to the participants.

Prof. Dr. Anila Kamal (Chief Organizer)
Aisha Zubair (Organizer)
Conference Committees

National Institute of Psychology takes pride on its faculty and staff that undoubtedly strived and put their best to achieve ultimate aims and objectives of the institute. Keeping in line with the same spirit, faculty of NIP has made every effort in materializing this event from the very outset of its idea to the actual happening of the occasion. We duly acknowledge the magnificent and splendid contributions and assistance of our esteemed members who worked in the following conference committees.

Organizing Committee
Prof. Dr. Anila Kamal
(Chief Organizer)

Ms. Aisha Zubair
(Organizer)

Mr. Mohsin Sajjad
(Administrative Coordinator)

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Prof. Dr. Rudolf Moos
(Professor Emeritus, Department of Psychiatry, Stanford University, California, USA)

Dr. Javed Ansari
(Dean, Department of Business Psychology, Institute of Business Management, Karachi)

Prof. Dr. Habibah Elias
(Department of Educational Foundations, Faculty of Educational Studies, University Putra, Selangor, Malaysia)

Prof. Dr. Anila Kamal,
(Tenured Professor, Director, National Institute of Psychology, Quaid-i-Azam University, Islamabad)

Dr. Tahir Saeed
(Chairperson, Department of Leadership and Management Studies, National Defense University, Islamabad)

Prof. Dr. Seema Pervez
(Professor Retd., National Institute of Psychology, Quaid-i-Azam University, Islamabad)

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(Chairperson, School of Management Sciences, Department of Administrative Sciences, Quaid-i-Azam University, Islamabad)
Prof. Dr. M. Anis-ul-Haque
(Professor, National Institute of Psychology, Quaid-i-Azam University, Islamabad)

Dr. Rubina Hanif
(Assistant Professor TTS, National Institute of Psychology, Quaid-i-Azam University, Islamabad)

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Ms. Rabia Muqtadir

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   Mr. Mohsin Sajjad

NIP Publications Stall
   Mr. Abdul Qayoom
   Ms. Sajida Parveen
Conference Program

Registration: 8:30 am - 9:45 am
Guests to be seated: 9:45 am

Inaugural Session: 10:00 am -10:30 am (Main Auditorium)

- Recitation from Holy Quran
- Welcome address by Prof. Dr. Anila Kamal (Director, National Institute of Psychology, Quaid-i-Azam University)
- Address by Prof. Dr. Masoom Yasinzai (Vice Chancellor, Quaid-i-Azam University, Islamabad)
- Address by Dr. Nasser Ali Khan (Member Operations & Planning Division, Higher Education Commission, Islamabad)
- Presentation of shields to the guests

Tea Break: 10:30 am – 11:00 am

Key Note Address by Prof. Dr. Sherri N. McCarthy
Integrating Education and Practice in the Training of I/O: Examples from University Programmes in Several Countries
11:00 am – 11:45 am (Main Auditorium)

Scientific Session I: 12:00 pm – 1:00 pm
Scientific Session II: 1:10 pm – 2:10 pm
Hall A (Main Auditorium)
Session Incharge: Prof. Dr. Anila Kamal
Moderator: Dr. Jamil A. Malik

Session I (12:00 pm – 1:00 pm)
Session Theme: Organizational Commitment
Session Chair: Prof. Dr. Najma Najam
Vice Chancellor, Karakorum International University, Gilgit

1. Efficacy of Equity Sensitivity in Determining the Relationship between Organizational Justice and Organizational Commitment
   Sarwat Sultan, Department of Applied Psychology, Bahauddin Zakariya University, Multan
   Frasat Kamran, Institute of Management Sciences, Bahauddin Zakariya University, Multan
2. Predicting Job Performance: Role of Resistance to Change and Organizational Commitment  
   Ramiza Rasheed & Afifa Anjum  
   Department of Applied Psychology, University of the Punjab, Lahore

3. Effect of Organizational Training on Organizational Commitment through Ethical Development  
   Waqas Zaki, Asad Ali, & Noreen Ghafoor  
   Faculty of Commerce, University of Central Punjab, Lahore

4. Perceived Organizational Support and Organizational Commitment in Public and Private Banking Sector  
   Rabia Nayab, Fauji Foundation Hospital, Rawalpindi  
   Hina Ahmad Hashmi, Department of Applied Psychology, Bahauddin Zakariya University, Multan

5. Justice Perceptions, Organizational Commitment, and Citizenship Behavior among Employees of National and Multinational Companies  
   Tahira Mubashir, Department of Applied Psychology, University of the Punjab, Lahore

Session II   (1:10 pm - 2:10 pm)
Session Theme: Organizational Management  
Session Chair: Dr. Muhammad Tahir Khalily  
Head, Department of Psychology, Faculty of Social Sciences, International Islamic University, Islamabad

1. Examining Ethical Work Climates, Job Attitudes, and Psychological Well-Being in Public and Private Organizations  
   Ziasma Haneef Khan & Farhana Abbasi, Department of Psychology, University of Karachi, Karachi  
   Paul Joseph Watson, Department of Psychology, University of Tennessee, USA

2. Relationship of Job Satisfaction with Self Actualization  
   Qudsia Tariq, Department of Psychology, University of Karachi, Karachi  
   Fareeha Kanwal, SUPARCO, Karachi

3. Systematic Analysis of Organization as Psychosocio-technical System  
   Mahdi Soodavari & Abulghasem Nouri  
   Department of Psychology, University of Isfahan, Iran

4. Punctuality in Relation to Job Satisfaction among Secondary School Teachers  
   Shagufta Perveen & Syeda Farhana Kazmi  
   Department of Psychology, Hazara University, Mansehra Campus, Mansehra
5. Factors effecting Employees’ Attitude toward E-HRM
   Mamoona Islam, Muhammad Usman Ahmad, & Rabia Ali
   Department of Management Sciences, University of Central Punjab, Lahore

   Hall B (Lecture Theater)
   Session Incharge: Prof. Dr. M. Anis-ul-Haque
   Moderator: Shaista Waqar

Session I (12:00 pm – 1:00 pm)
Session Theme: Leadership Styles
Session Chair: Dr. Tahir Saeed
Chairperson, Department of Leadership and Management Studies,
National Defense University, Islamabad

   Muhammad Tahir Khalily, School of Psychology, National University of Ireland, Galway, Ireland
   Shamsher Hayat Khan, Faculty of Social Sciences, International Islamic University, Islamabad

2. Impact of Organizational Culture on Transformational Leadership and Outcomes (Job Stress and Commitment)
   Fauzia Syed & Sadia Ansari, Department of Public Administration, Fatima Jinnah Women University, Rawalpindi
   Tasneem Fatima, Department of Business Administration, International Islamic University, Islamabad

3. Positive Psychological Capital: A Mediating Factor between Perceived Authentic Leadership and Employee Performance
   Afia Hanif & Sarwat Sultan, Department of Applied Psychology, Bahauddin Zakariya University, Multan

4. Intrinsic, Extrinsic Motivation and Leadership Style among Small Business Entrepreneurs
   Razia Hussain & Raiha Aftab, National Institute of Psychology, Quaid-i-Azam University Islamabad

5. Impact of Leadership Style on Acceptance and Self-esteem of Employees
   Shehla Ahmed & Shabbir Rana, Department of Psychology, GC University, Lahore
Session Theme: Organizational Behavior
Session Chair: Dr. Nadia Ayub
Chairperson, Department of Business Psychology,
Institute of Business Management, Karachi

1. Gender Differences in Proactive Coping among Middle Managers
   
   Sadia Aziz Ansari, Department of Business Psychology, Institute of Business Management, Karachi

2. Organizational Citizenship Behavior and Perceived Supervisor Support: Mediating Role of Trust in Supervisor
   
   Ghuncha Naqvi & Afifa Anjum, Department of Applied Psychology, University of the Punjab, Lahore

3. Ex-Servicemen Re-Employment: Organizational, Psychological, and Economical Effects
   
   Tabinda Jabeen, Mahwish Rabia, & Misbah Shahzadi
   Women Research and Resource Centre, Fatima Jinnah Women University, Rawalpindi

4. Assessor Errors and Biases: Challenges in Assessment Centers
   
   Mahdieh Sadat Khoshouei, Hamid Reza Oreyzi, & Abolghasem Nouri
   Department of Psychology, University of Isfahan, Iran

5. Impact of Perceived Organizational Politics on Certain Behavioral Outcomes
   
   Syed Muhammad Imran Bukhari & Anila Kamal, National Institute of Psychology, Quaid-i-Azam University, Islamabad

   Hall C (Room # 107 Technical Block)
   Session Incharge: Dr. Rubina Hanif
   Moderator: Humaira Jami

Session I  (12:00 pm – 1:00 pm)
Session Theme: Personality Attributes
Session Chair: Prof. Dr. Rukhsana Kausar
Chairperson, Department of Applied Psychology,
Director, Center for Clinical Psychology, University of the Punjab, Lahore

1. Predicting Job Satisfaction through the Rewards: Stress as a Mediator
   
   Rabia Imran & Afsheen Fatima, University Institute of Management Sciences, PMAS-Arid Agriculture University, Rawalpindi

2. Personality Attributes as Predictors of Job Satisfaction and Job Performance
   
   Nadia Shafique & Muhammad Anis-ul-Haque, National Institute of Psychology, Quaid-i-Azam University, Islamabad
3. Type A Personality Person-Job Fit and Work-Family Integration
   Altovise Rogers & Evan Weinberger, Department of Psychology, University of Houston, USA
   Rubina Hanif, National Institute of Psychology, Quaid-i-Azam University, Islamabad

4. Role of Display Rules and Affective Traits in Emotional Exhaustion among Customer Services
   Adnan Adil, Department of Psychology, University of Sargodha, Sargodha
   Anila Kamal, National Institute of Psychology, Quaid-i-Azam University, Islamabad.

5. Personality Dimensions and Decision Making: Exploring Consumer Shopping Behavior
   Javaria Imtiaz & Jamil A. Malik, National Institute of Psychology, Quaid-i-Azam University, Islamabad

Session II (1:10 pm - 2:10 pm)
Session Theme: Work Place Stress
Session Chair: Prof. Dr. Zahid Mahmood
Director, Department of Clinical Psychology, G C University, Lahore

1. Level of Stress among Call Center Employees
   Ayesha Khalid, Department of Psychology, GC University, Lahore
   Ayesha Sarfaraz, Beacon House National University, Lahore
   Shehla Ahmed, Department of Psychology, GC University, Lahore

2. Role of Emotional Intelligence in Coping with Occupational Stress
   Afsheen Masood & Zaeema Farooq, Department of Applied Psychology, University of the Punjab, Lahore

3. Stress in Special Education Teachers: A Psychometric Study
   Sidra Afzal, Sadia Saleem, & Zahid Mahmood
   Department of Clinical Psychology, GC University, Lahore

4. Workplace Incivility: Prevalence and Effects on Pakistani Employees
   Rubina Hanif, National Institute of Psychology, Quaid-i-Azam University, Islamabad
   Alex Milam, Department of Psychology, University of Houston, USA

5. Risk Factors for Stress of Conscience among Pakistani Physicians
   Sehar Hassan & Maryam Naheed, Department of Business Psychology, Institute of Business Management, Karachi
Session I  
(12:00 pm – 1:00 pm)  
Session Theme: Work-Family Interaction  
Session Chair: Prof. Dr. Ruhi Khalid  
Director, Institute of Psychology,  
Beacon House National University, Lahore

1. Quality of Work-Life Model for Teachers of Private Universities in Pakistan  
   Seema Arif, Faculty of Arts and Social Sciences, University of Central Punjab, Lahore  
   Maryam Ilyas, College of Statistical & Actuarial Sciences, University of the Punjab, Lahore

2. Social Support as Moderating Factor of Work-Family Conflicts  
   Afsheen Masood, Waqas Hassan, & Fatima Husnain,  
   Department of Applied Psychology, University of the Punjab, Lahore

3. Psychosocial Predictors of Sexual Harassment in Women at Workplace of Lahore  
   Faiza Qayyaum & Amina Muazzam,  
   Department of Applied Psychology, Lahore College for Women University, Lahore

4. Work-Family Conflict and Coping Strategies among Employed Men and Women  
   Rabia Muqtadir & Shaista Waqar,  
   National Institute of Psychology, Quaid-i-Azam University, Islamabad

5. Self-efficacy of Working (Government Officials, Teachers, Nurses, and Librarians)  
   Married and Unmarried Women  
   Saima Kalsoom, Hamdard Institute of Management Sciences, Hamdard University, Islamabad  
   Anila Kamal, National Institute of Psychology, Quaid-i-Azam University, Islamabad

Session II  
(1:10 pm-2:10 pm)  
Session Theme: Promotion and Marketing  
Session Chair: Prof. Dr. M. Asir Ajmal  
Chairperson, Department of Psychology,  
GC University, Lahore

1. Main Attributes of Internal Marketing Studies: A Review of Research Studies Conducted in the Field of Organizational Behavior  
   Sidrah Asif, Faculty of Business, Government and Law, University of Canberra, Australia
2. Case Study on Hotel Industry  
   Amna Shahid, Hufsa Tufail, Binish Zafar, & Shazia Khalid  
   Department of Applied Psychology, University of the Punjab, Lahore

3. Need for Cognition, Personality Traits, and Persuasion Process:  
   Investigation through Printed Ads among Adolescents  
   Siddrah Irfan & Rubina Hanif  
   National Institute of Psychology, Quaid-i-Azam University, Islamabad

4. Case Study on Beverages Industry  
   Qudsia Nashee, Nusrat Nasser, & Shazia Khalid  
   Department of Applied Psychology, University of the Punjab, Lahore

5. Perceptions of Students and Political Parties Representatives about Political Leadership  
   Asma Nazir, Department of Psychology, Bahria University, Islamabad  
   Rabia Muqtadir, National Institute of Psychology, Quaid-i-Azam University, Islamabad

Lunch Break: 2:10 pm - 3:00 pm  
Poster Presentation: 2:30 pm – onwards

Panel Discussion: 3:00 pm - 4:30 pm (Main Auditorium)

   Bridging the Academe and Industry:  
   The Zeitgeist of Organizational Sciences

   Moderator: Rabia Muqtadir

Panel Members

Prof. Dr. Sherri N. McCarthy  
*Human Relations Program, Educational Psychology, Northern Arizona University, USA*

Prof. Dr. Rauf-i-Azam  
*Chairperson, University Institute of Management Sciences, PMAS Arid Agriculture University, Rawalpindi*

Prof. Dr. Mah Nazir Riaz  
*Dean Social Sciences, Frontier Women University, Peshawar*

Prof. Dr. Seema Pervez  
*Ex-Director, National Institute of Psychology, Quaid-i-Azam University, Islamabad*

Dr. Shahina Waheed  
*National Programme Coordinator, United Nations Industrial Development Organization, Islamabad*
Dr. Riffat Qureshi  
Chief Scientist, Director Collaboration Academic Activities Department, National Centre for Physics, Quaid-i-Azam University Campus, Islamabad

Ms. Inez Wijangaarde  
Industrial Development Officer, Small and Medium Enterprises Branch, United Nations Industrial Development Organization, Vienna, Austria

Ms. Samina Fazil  
Founder President, Islamabad Women Chamber of Commerce and Industry, Islamabad

Prof. Dr. M. Anis-ul-Haque  
National Institute of Psychology, Quaid-i-Azam University, Islamabad

Closing Session: 4:30 pm – 5:30 pm (Main Auditorium)

- Recitation from Holy Quran
- Recapitulation of the Conference
- Concluding Address by Prof. Dr. Anila Kamal (Director, National Institute of Psychology, Quaid-i-Azam University, Islamabad)
- Address by Zubair Ahmed Malik (Founder Member & Former President, Islamabad Chamber of Commerce and Industry, Islamabad)
- Distribution of Shields and Certificates

Concluding Tea: 5:30 pm

Gala Dinner (Contributory): 7:00 pm

Venue: National Centre for Physics, Quaid-i-Azam University, Islamabad Campus
Speaker for the Keynote Address

Prof. Dr. Sherri Nevada McCarthy
Department of Psychology and Education
Northern Arizona State University, USA

Prof. Dr. Sherri Nevada McCarthy is one of the principal psychologists of international repute. Presently Dr. McCarthy is serving as full Professor (tenured) in Human Relations Program, Educational Psychology in Northern Arizona University, Yuma, USA. Dr. McCarthy has acquired her Masters Degree in Special Education in 1987 and later Ph.D. in Human Lifespan Developmental Psychology in 1995 from Arizona State University. She taught diverse graduate courses including Human Development, Personality Adjustment, Seminar on Critical Thinking, Self-Management Techniques, Educational Psychology, Social and Emotional Needs of the Gifted, Behavior Management, Fieldwork, Adolescent Psychology, Adult Psychology, Tests and Measurements, Independent Study; just to name a few. She has been invited as visiting professor in exceedingly recognized international universities in Malaysia, Italy, Brazil, and Russia. Before joining Arizona University she rendered her services as faculty member in County Community Colleges, ASU West, and as organizational psychology consultant.

Dr. McCarthy has earned numerous international professional services and honors; for instance, nominated for President, International Council of Psychologists (2010), nominated for APA Council on International Relations in Psychology (2010), International Program Evaluation Team Member for Graduate Psychology Program Accreditation, Reviewer for American Psychological Association Division 1, 2, and 52, Board of Directors, Asian Psychological Association (2006-present) and Board of Directors, International Council of Psychologists (2005-present). She is editorial board member of diverse highly reputed international journals including Pakistan Journal of Psychological Research (2005-present). She is an author of 9 books and more than 48 chapters in different books as well as enormous publications in refereed journals and invited reviews in refereed journals. There is an exhaustive list of published proceedings from refereed conferences, professional presentations, and keynotes at refereed international conferences on her credit. She delivered professional presentations at refereed national, regional, and state conferences. Dr. McCarthy also conducted numerous workshops, lectures and consultations for universities, public schools, and community organizations.
Abstract of Key Note Address

Integrating Education and Practice in the Training of I/O: Examples from University Programmes in Several Countries

Prof. Dr. Sherri N. McCarthy

Department of Psychology and Education, Northern Arizona State University, USA

How are Industrial and Occupational Psychology programs in several countries responding to the challenge of integrating education and practice into modern organizations? In view of changes within the business environment related to the "global economy," both content and practice competences for organizational psychologists are under revision in universities around the world. In this keynote address, I will highlight specific examples from programs in the EU, U.S. and South America, Asia and Africa that illustrate how partnerships with businesses and industry are becoming essential for the effective training of I-O Psychologists. In addition to summarizing similarities and differences in the university training models used in several countries, I will also highlight key considerations for developing culturally appropriate educational models within Pakistan that will help to train future I/O psychologists who can work effectively in both the local and global business environment. An effective I/O training program should be designed to prepare psychologists to work in both private and public organizations. Students of I/O psychology should be educated independently, innovatively and responsibly to apply the scientific knowledge, ethical principles of psychologists and logical problem-solving skills in organizational counseling, personnel assessment, training and other areas.

Internationally, I/O curriculum are continually being improved to reflect the training experiences of organisational psychology programmes in European countries and the U.S. as well as the needs of global businesses. The focus in most good I/O and MBA programmes is on providing knowledge about management, refining communication and interpersonal skills, and developing critical thinking/problem-solving abilities. Students are also provided with ample instruction in research methodology, statistical analysis, legal aspects of organisations, economic theory and practice, behaviour management and other critical components of business and psychology. A high-quality programme facilitates a strong general background with specific training relevant to organisational settings. It appears to help students establish a solid identity as a professional, familiar with a variety of theoretical perspectives and able to apply this knowledge in corporate settings, both locally and internationally. Teaching methods in good programs are outcomes-based and include seminars, case studies, presentations, problem-based learning, reflections and group work as well as lectures that reflect current information and trends in organizational psychology. Assessments are conducted in a variety of formats and tied directly to course and programme outcomes. On-site training is also important.

Exchange opportunities and courses that focus on cultural diversity, cross-cultural aspects of communication and sensitivity to cultural differences as relevant to the business environment are becoming increasingly important, and should not be overlooked. Completing practicums or studies in other countries, as possible, is also a recommended best practise. Another recommendation for future improvement includes creating a focus on maintaining long-term relationships with former students to help provide internship opportunities to future students. The
increasing need for organisational psychologists in the workplace is supported by the national and global/international context (e.g. changing community and labour market characteristics, globalisation, economic crises) and by the variety of problems encountered by employees, employers and organizations as well as by broader economic and societal developments. Curriculum design should be focused on studying topics such as “Organizational behaviour”, “Organizational systems and change”, and other relevant modules that allow students to actively engage in on-going analysis and study of organisations as they evolve and change in the current global business environment.
Abstracts of Selected Papers Published in Psychology at Work in Asia: Selected Proceeds of 3rd Asian Psychological Convention (Darwin, Australia), 4th Asian Psychological Convention (Jakarta, Indonesia) and 4th International Conference on Industrial and Organizational Psychology (Islamabad, Pakistan)
Impact of Organizational Culture on Transformational Leadership and Outcomes (Job Stress and Commitment)

Fauzia Syed & Sadia Ansari  
*Department of Public Administration, Fatima Jinnah Women University, Rawalpindi*

Tasneem Fatima  
*Department of Business Administration, International Islamic University, Islamabad*

The purpose of current study is to examine the impact of organizational culture on transformational leadership and job outcomes i.e., organizational commitment and job stress. The model proposes that organizational culture influences the impact of transformational leadership effectiveness at workplace, thus affecting the outcomes of the employees. In current research, data was collected from 350 bank employees employed in banking sector of Rawalpindi, Pakistan; to examine whether organizational culture moderates the relationship of transformational leadership on followers' organizational commitment and job stress. The paper finds that the transformational leadership has a significant positive relationship with organizational commitment and significant negative relationship with job stress. These results demonstrate that transformational leadership is an important predictor of both commitment and job stress. Further this study confirms that organizational culture acts as a moderator between transformational leadership and job stress but does not act as a moderator between transformational leadership and organizational commitment. This finding needs further exploration as the sampling technique adopted cannot warrant generalizability of the results to the whole sector. The findings of this paper offer a better understanding of the way organizational culture plays its role to predict work outcomes in presence of a transformational leader. This paper suggests that values and norms of the organizations are very important in making organizational leadership effective and leadership processes can better predict the positive job outcomes in presence of strong organizational culture. The paper sees that the study of the moderating role that organizational culture may play in relationship of leadership and outcomes at workplace is unprecedented in organizations. This paper identifies new reasons for management and leadership to manage the workplace attitudes by managing the culture of the organizations. Also this research is one of the studies that aimed to explore the extraneous factors which directly affect the leadership processes and work outcomes in organizations.

Predicting Job Satisfaction through the Rewards: Stress as a Mediator

Rabia Imran & Afsheen Fatima  
*University Institute of Management Sciences, PMAS- Arid Agriculture University, Rawalpindi*

The study was aimed at examining the impact of rewards and stress on job satisfaction. The study further conceptualized stress as a mediator between rewards and job satisfaction. A purposive sample of 205 managers from telecommunication sector of Pakistan was selected for the study. The results revealed positive and significant impact of rewards along with negative and significant impact of stress on job satisfaction. The results also supported the hypothesis revealing partial mediating role of stress in relationship between rewards and job satisfaction. Implications of these findings are discussed and suggestions are made for future research.
Work-Family Conflict and Coping Strategies among Employed Men and Women

Rabia Muqtadir & Shaista Waqar
National Institute of Psychology, Quaid-i-Azam University, Islamabad

The present research aimed to study the differences in coping strategies of employed men and women used for managing work-family conflict. The sample consisted of 314 employed men and women. Among the total sample, there were 123 employed men and 218 women. The sample consisted of doctors, bankers, nurses, teachers, and telecom industry personnel. The sample was selected from banks, telecom industry, hospitals, and schools of Rawalpindi and Islamabad. Work Family Conflict Scale (Carlson, 2000) was used to assess work-family conflict and Role Coping Inventory (Hall & Hall, 1979) was used to appraise the coping strategies used by the respondents. Data analyses were carried out using means, standard deviations, correlation, and t-test. Results indicated the significant differences in use of coping strategies between professionals experiencing high and low levels of work-family conflict. Significant differences in use of coping strategies among different professions were also evident. Limitations of the study along with the suggestions for the future researchers have also been discussed.

Perceived Organizational Support and Organizational Commitment in Public and Private Banking Sector

Rabia Nayab
Fauji Foundation Hospital, Rawalpindi

The purpose of the current study was to explore the relationship between Perceived Organizational Support (POS) and Organizational Commitment (OC) and to compare these variables between employees of Public and Private Banks. The study based on cross sectional research design, consisted of 150 bankers (75 from private banks and 75 from public banks) including both men ($n=50$) and women ($n=50$) from each banking sector. Sample was taken from Multan and Lahore city through convenient random sampling. Bankers belonged to different age, education, and socioeconomic status. Two scales; Perceived Organizational Support Questionnaire (Eisenberger et al., 1986) and Organizational Commitment Questionnaire (Myer & Allen, 1984) were used for this purpose. Statistical analyses indicated that POS was positively correlated with Affective and Normative commitment while weak negative correlation existed with Continuance commitment. Results further disclosed that employees of private banks showed higher level of POS and Affective commitment but level of Continuance commitment was high in employees of public banks. Another interesting finding regarding gender was that female bankers perceived more support from their organizations and show more Affective and Normative commitment as compared to male bankers who displayed more Continuance commitment to their organizations.
Workplace Incivility: Prevalence and Effects on Pakistani Employees

Rubina Hanif  
*National Institute of Psychology, Quaid-i-Azam University, Islamabad*

Alex Milam  
*Department of Psychology, University of Houston, USA*

Workplace incivility is a growing challenge for professionals because the occurrence of uncivil behavior at work, which results in toxic work environments not conducive to employee learning development, is becoming all too common. The present research was designed to study workplace incivility and its consequences (i.e., job satisfaction, organizational commitment, psychological, and physical well-being). Data was collected from 480 employees (290 women and 190 men) from various organizations in Pakistan. Data was collected through questionnaires. The findings showed that incivility is not a rare phenomenon in Pakistani organizations. Employees experienced more incivility from seniors than coworkers or subordinates, and these experiences were related to different outcomes i.e., poor job satisfaction, organizational commitment, and well-being. Results also revealed that employees with high family support and resilience showed stronger negative relationships between workplace incivility and negative outcomes. The role of various demographics i.e., gender, income, job experience, etc. was also explored. The implications of study are discussed with cultural context.

Self-Efficacy of Working (Government Officials, Teachers, Nurses, and Librarians) Married and Unmarried Women

Saima Kalsoom  
*Hamdard Institute of Management Sciences, Hamdard University, Islamabad Campus*

Anila Kamal  
*National Institute of Psychology, Quaid-i-Azam University, Islamabad*

The present study aimed at investigating the working married and unmarried women on the indigenous instrument of generalized self-efficacy Scale. The sample comprised 100 working women divided into two categories (married = 50) age range of 45 to 56 years (M = 47.78) and (unmarried = 50) with same age range (M = 46.88). The Generalized Self Efficacy Scale (GSES; Nawaz, 2004) was used to measure the self efficacy of married and unmarried working women. The findings of the present study revealed satisfactory reliability for GSES (Nawaz, 2004). The results showed non-significant differences between the married and unmarried working women on generalized self efficacy scale (Nawaz, 2004). Another finding of the study indicated that there was non-significant difference between the self efficacy of unmarried working women from various professions i.e., government officials, teachers, nurses, and librarians. Similarly, significant differences were found among the married working women from the same professions. Analysis of variance also showed significant difference on self efficacy of unmarried working women who were residing in single, joint family system, and those who were living alone; on the other hand, non-significant differences were found between the married working women from single and joint family system.
Risk Factors for Stress of Conscience among Pakistani Physicians

Sehar Hassan & Maryam Naheed

Department of Business Psychology, Institute of Business Management, Karachi

The study was aimed at exploring some risk factors associated with stress of conscience i.e., stress related to a troubled conscience among healthcare professionals. Physicians are sometimes unable to provide quality care to their patients and might develop feelings of troubled conscience which will ultimately have negative impacts on their own physical and mental well-being. Identification of risk factors would be helpful in addressing the problem. The sample of the study comprised 150 physicians (75 men and 75 women) with age range 26-60 years. Data was collected through a set of self-report instruments comprising demographic sheet, Perceived Work Demand Scale (PWDS) and Perceived Family Demand Scale (FWDS), and Stress of Conscience Questionnaire (SCQ). Findings of the study revealed that socio-demographic factors (gender, marital status) work related factors (approximate years in practice, approximate number of working hours, department, government/private work setup, perceived work demands) and family related factors like (perceived family demands) are associated with stress of conscience among physicians.

Main Attributes of Internal Marketing Studies: A Review of Research Studies Conducted in the Field of Organizational Behavior

Sidrah Asif

Faculty of Business, Government, and Law, University of Canberra, Australia

The internal marketing (IM) concept was first proposed in the mid-1970s as a way of achieving consistent service quality - a major problem on the services area. Its basic premise was ‘to have satisfied customers, the firm must also have satisfied employees’ and that this could be best achieved by treating employees as customers, i.e. by applying the principles of marketing to job design and employee motivation. Since then, the concept has seen a number of major developments and its application is no longer confined to the services area. It has been shown that any type of organization can use IM to facilitate the implementation of its external marketing strategy. However, despite more than 35 years of development, the concept has not yet achieved the widespread recognition amongst managers that it deserves. The major reason for this might be that the concept was well ahead of its time. This study aims to explore the main features of the studies on Internal Marketing; a concept emerged from Consumer Behavior. The sample consisted of 30 studies between the periods 1993 till 2011 conducted in the United States, United Kingdom, Iran, Taiwan, and Australia. Out of these 30, two were dissertations and the rest were journal published articles. Thirteen studies were published from 1993-1999 and 17 from 2000-2011, while 12 of these studies investigated the effects and contributions of IM on different aspects of Organizational Behavior and developed models using the IM scale (Foreman & Money, 1995). These studies explored the relationships between IM, organizational commitment, performance, satisfaction competencies, etc. These studies were conducted in services industry like hotel, healthcare, banking, and recreational sports. ANOVA, Regression Analysis, and Correlations were used and all resulted in the effectiveness of using IM in organizations. However, 18 studies aimed at exploring, defining, and giving clarity to the
concept since its emergence. Many authors have operationally defined the concept in their own way and helped highlight the issues and challenges this concept has to face. Its vast applicability to different organizations has also been argued.

Justice Perceptions, Organizational Commitment, and Citizenship Behavior among Employees of National and Multinational Companies

Tahira Mubashir
Department of Applied Psychology, University of the Punjab, Lahore

The present research aimed to investigate the relationship of organizational justice perceptions to organizational commitment and citizenship behavior in employees of national and multinational companies. It was hypothesized that there would be a positive relationship of organizational justice perceptions with organizational commitment and citizenship behavior. It was also hypothesized that there would be a difference in organizational justice perceptions, organizational commitment, and citizenship behavior in employees of national and multinational companies. The sample for this research consisted of 200 employees (100 from national companies & 100 from multinational companies). Organizational Justice Perception Scale (OJP; Kivimaki, 2003) was used to assess procedural justice and interactional justice; Organizational Commitment Questionnaire (OCQ; Meyer, 1993) was used to measure organizational commitment and its three components i.e., affective commitment, continuance commitment, and normative commitment and Organizational Citizenship Behavior measure (Moorman, 2000) was used to assess citizenship behavior and its dimensions. Correlation analysis was carried out to measure the relationship of organizational justice perceptions to organizational commitment and citizenship behavior in employees of national and multinational companies. The results showed that there was a significant positive correlation of organizational justice perception with organizational commitment and citizenship behavior. Independent sample t-test was used to see the difference in employees of national and multinational companies and the results supported the hypothesis that there was a significant difference in the level of organizational justice perceptions, organizational commitment, and citizenship behavior in employees of national and multinational companies. The findings have important implications for bank managers and highlight the importance of organizational justice perceptions in employees which in turn, may help improve their level of organizational commitment and citizenship behavior.

Examining Ethical Work Climates, Job Attitudes, and Psychological Well-being in Public and Private Organizations

Ziasma Haneef Khan & Farhana Abbasi
Department of Psychology, University of Karachi, Karachi

Paul Joseph Watson
Department of Psychology, University of Tennessee, USA

One of the emerging research areas in business ethics is in investigating conditions promoting ethical climate in organizations. This study focuses on studying the relationship of organizational ethical climate with job attitude and psychological well-being. Recent research indicates that in
organizations promoting ethical climate, employees will show greater job satisfaction, job commitment, and positive affect as compared to those organizations where ethical climate is not strongly cultivated. A questionnaire containing scales measuring an organization’s Ethical Climate Index (ECI; Arnaud & Schminke, in press), two job attitude scales, and the Positive and Negative Affect Scale (PANAS) was administered to 160 participants from public and private organizations. Statistical procedures examined the correlations among these measures. The possibility of differences between public and private organizations was examined in a very preliminary way by using independent t-tests. This research could be important to organizations interested in promoting ethical culture so that the pressure on employees to compromise ethical standards may be reduced with job and personal satisfaction perhaps increased.
Full Text Papers Presented in
4th International Conference on Industrial
and Organizational Psychology:
Trends, Challenges and Applications
Experience of Workplace Bullying among Telecommunication Men and Women Employees

Aneeza Bashir and Rubina Hanif
National Institute of Psychology, Quaid-i-Azam University, Islamabad

The present study aimed to investigate the exposure to workplace bullying at its two forms i.e., work-related bullying and person-related bullying among men and women telecommunication personnel in Islamabad (Pakistan). The pilot study was conducted (N = 50, women =15, men = 35); to pre-test the instruments; to find out the psychometric properties of instrument, and to explore the trends of data. The main study was conducted with a sample of (N = 280) employees of five telecommunication companies (Mobilink, Ufone, Warid, Telenor and Zong) selected from Islamabad. Negative Acts Questionnaire (Einarsen & Raknes, 1997), was administered to assess the perceived exposure to bullying. Results revealed that the sample experienced workplace bullying at different times during their work life. Further, sample has perceptions of experiencing work-related form of bullying prevail more frequently than person-related bullying. Gender-wise non-significant differences were found.

Keywords: Workplace bullying, work-related bullying, person-related bullying,

Bullying has been recognized as a worldwide problem (Andreou, Vlachou, & Didaskalou, 2005; Olweus, 1993; & Tanaka, 2001). It is a common and widespread but a complex problem, and as estimated by researchers one in four employees in the industrialized world is the victim of harassment, threats or physical attacks (Randall, 1997).

A study suggested that approximately 90% of the workforce suffers from a workplace bully at some point during their career (Glendinning, 2001). Literature indicates that workplace bullying is a significant hazard affecting people at work today. Researchers’ interest in workplace bullying has flourished over the latter part of the past decade (Einarsen, Raknes, & Matthiesen, 1994; Leymann, 1990). The phenomenon has been studied under various terms, such as mobbing (Leymann, 1996), workplace bullying (Hoel, Cooper, & Faragher, 2001), harassment (Björkqvist, Österman, & Hjelt- Bäck, 1994), emotional abuse (Keashly, 1998), victimization (Einarsen & Raknes, 1997), and psychological terror (Leymann, 1990). Despite the variety of terms, there is currently some consensus to conceptually delimit the phenomenon of bullying. Einarsen, Hoel, Zapf, and Cooper (2003) defined workplace bullying as an act of harassing, offending, socially excluding someone or negatively affecting someone’s work tasks. This activity occurs repeatedly and regularly (e.g., weekly) and over a period of time (e.g., about six months). Bullying is an escalating process in the course of which the person confronted ends up in an inferior position and becomes the target of systematic negative social acts. A conflict cannot be called bullying if the incident is an isolated event or if two parties of approximately equal ‘strength’ are in conflict. Some other definitions of bullying also center on the notions of repeated and unreasonable destructive behaviors of one person towards another (Kelly 2005; Rayner & Hoel 1997).
The nature of bullying ranges over a spectrum of behaviors which are directed at targets, are rarely ‘one-off’ events, and are unreasonable. Bullies may be ‘accidental’ that is persons taken up with pressures and demands from others who then overtly or covertly bully others to meet pressures or demands. Although it is a new concept in the field of work and organizational psychology but still it has received substantial interest from both academic and work-life professionals (Einarson et al., 2003). Bullying may either take a direct form, like verbal abuse or be indirect (e.g. libel and slander, the withholding of information). According to Einarsen, (1999) bullying can also be distinguished between (1) work-related actions that make it difficult for victims to carry out their work or involve taking away some or all of their responsibilities, and (2) actions that are primarily person-related. Social exclusion, spreading rumors, libels, ignoring opinions, teasing/insolence, and undesired sexual approaches are all examples of the latter. Zapf (1999) broadens the categorization of bullying, based upon empirical and theoretical evidence, to five types. These five are (1) work related bullying (work tasks are changed or difficult to manage), (2) social isolation (exclusion from daily communication, or from daily events), (3) personal attacks (ridicule, insulting remarks), (4) verbal threats (criticism, telling-off, humiliation in front of others) and (5) spreading rumors (social reputation is attacked).

Most surveys indicate that bullying happens in many different social contexts and at different age levels. To understand these different contexts there is need to assess the prevalence of bullying and to understand its various forms. There is dearth of literature capturing extent and prevalence of bullying at various workplaces. Initially, mostly studies were conducted in Europe on different samples; such as in a survey 17% nurses in United Kingdom reported having been bullied in one year (Sweet, 2005), however this is lower than other surveys showed higher number of bullying by co-workers (Cusack, 2004; Rutherford & Rissel, 2004). In another survey of personnel/human resource managers found that an impressive 87% had experienced bullying. Research has shown that bullying reflects power structures, with bullies being reported to managers or supervisors in 70–80% of cases (Rayner, Hoel, & Cooper, 2002; Rayner, 1998). Leymann and Tallgren (1989) found that 4 per cent of the employees of a Swedish steel making company were targets of bullying at work. According to Martino, Hoel, & Cooper, (2003) the prevalence of bullying varies greatly, with figures ranging from 1 per cent at the lowest level to above 50 per cent at the highest level, dependent upon the applied measurement strategy, occupation or sector, as well as country. Quine (1999) in a study of National Health Service employees revealed a prevalence rate of 38 per cent. A Meta study undertaken in Norway by Einarsen (1996) demonstrated that 8.6 per cent had being bullied during the last six months.

According to O’Moore (as cited in Martino et al., 2003) a prevalence rate of 17 percent in a national Irish sample. Whereas a study, on a representative Spanish sample, revealed an occurrence of 16 percent of workplace bullying (Piñual & Zabala as cited in Martino et al., 2003). Correspondingly, Rayner and Keashly (2005) described that British studies have found about 30 percent of employees reported that they are faced with negative behavior directed against them as often as weekly and for a time period of 6 months or more, and half of these also label themselves as bullied. Hoel, Zapf, and Cooper, (2002) argue that these prevalence numbers seem extremely high and if bullying exists at such a level, one may ask whether the organization or department is able to continue functioning under such extreme social stress.
Martino et al. (2003) in a study on a representative German sample found an incidence level varying between 3 and 6 percent. Bullying frequencies between 8 and 10 percent have been reported repeatedly, when less restricted frequency criteria, such as less often than weekly have been included in the prevalence estimates (Einarsen & Skogstad, 1996; Zapf, Einarsen, Hoel, & Vartia, 2003). Hubert and van Veldhoven (2001) explained that there are large differences in the occurrence of undesirable behavior as workplace aggression, as concluded in a study with 66000 employees representing 11 sectors in The Netherlands. Sectors that were more prone to systematic undesirable behavior were education, industry and remaining services (Mattheisen, 2006). Keashly and Jagatic (2003) assert that the lack of common terminology makes it difficult to determine prevalence and Martino et al. (2003) also described that where bullying is measured by means of a precise definition and refers to a regular experience on a weekly basis, less than 5 percent of the population in EU were found to be bullied.

The measurement of bullying is sensitive to the definition in use and the type of questions asked. According to Zapf et al. (2003) it is not simple to provide reliable numbers regarding the distribution of bullying. Bullying may be measured by using a single "main question" format, with fixed response categories. This is in line with bullying research among school children by Olweus (2003). The individuals are directly asked if they feel bullied, after they have been presented for a definition of bullying. Bullying may be screened by the use of a list of response items (Einarsen & Skogstad, 1996; Zapf et al., 2003), as in the Negative Acts Questionnaire.

Although international scholars have compared prevalence rates across national samples, and often compare studies that have used different measures for bullying, which makes clear comparisons challenging (Zapf et al., 2003). There are limited number of studies in US that measured prevalence of the persistent, enduring phenomenon of bullying using a tool specifically designed to measure bullying. There are, however, several US studies of similar intermediate and superordinate phenomena (i.e., Burnazi and Keashly, 2005; Neuman and Keashly, 2004; Schat, Frone and Kelloway, 2006).

Gender differences, with regard to the probability of being exposed to bullying, seem to exist. In most workplace studies of bullying the targets of bullying are about one-third men and two-thirds women (Zapf et al., 2003). However, gender differences in the Scandinavian countries regarding prevalence of bullying are minor. No significant gender differences were found in a major study (Einarsen et al., 1994). Some exceptions regarding gender do exist in the Nordic countries, however. Vartia (2003) for example, refers to a Finnish study among police officers. In this study, 8 percent male and 14 percent female police officers were subjected to work place bullying. Men seem to bully both men and women in the work place, whereas women are bullied by other women (Mattheisen, 2006). Einarsen and Skogstad (1996) presented an overview of the bullying prevalence across many sub-samples in Norway, as many as 70 percent of the male respondents in a total sample of 392 victims were bullied by men only, while 10 percent were bullied by women only. Female victims were to a larger degree bullied by both men and women. While 48 percent reported being bullied only by women, 31 percent reported men only as their bullies.

Mostly studies on workplace bullying are conducted in western settings, there are very few in underdeveloped countries, but there is hardly a single research gauging the issue of
bullying at workplaces. The present study is an attempt to explore perception of bullying experienced by Pakistani employees. As revealed earlier, bullying has now become identified as a serious issue in the workplace context. Exposure to systematic and long-lasting verbal, non-physical, and non-sexual, abusive and aggressive behavior at the workplace may cause a host of negative effects in the target. Although single acts of aggression and harassment do occur frequently in everyday interaction, they seem to be associated with severe problems only when occurring on a regular basis (Einarsen & Raknes, 1997; Leymann, 1987). A number of organizations now recognize the need to change the culture of the workplace and have developed clear company policies to offer protection from bullying to their employees. The dearth of literature reported earlier has well established the fact that prevalence of workplace bullying is alarming; but all above researches were conducted in western settings. There is hardly a single study found on the workplace bullying among the employees of underdeveloped countries like Pakistan. The present study is an attempt to address this issue.

The target sample of present study is telecommunication personnel. As according to statistics regarding the mobile phone market in Pakistan, is staggering more than 3 million users as of August 31, 2004 growth projected to continue increasing at double digit rates for the foreseeable future (as cited in Shahid, 2006). But according to a latest report given by Pakistan Telecommunication Authority (Tahir, 2011) Pakistan signed up its 100 million mobile phone subscriber at the end of year 2010. So the telecommunication industry is flourishing speedily in Pakistan and different national and multinational companies are working in Pakistan. These companies have origins from different countries which have different organizational policies and cultures regarding to Pakistani work environment, so the employees of these companies have to face different problems. In this regard, the main objective of the study was to explore the prevalence of workplace bullying among telecommunication personnel. The second objective of the study was to explore which forms of workplace bullying i.e., work-related or person-related is experienced more frequently. Another objective was to see the gender-wise differences among participants.

METHOD

Objectives

1. To measure the prevalence and forms of workplace bullying among telecommunication employees.
2. To explore the gender differences in perception and forms of workplace bullying.
3. To find out the relationship of other demographic variables (age, marital status, income, and job experience) with perception of workplace bullying.

Participants

The participants of the present study were 280 personnel from five telecommunication companies from Islamabad. The sample was drawn through purposive convenient sampling. The inclusive criterion was minimum job experience of one year. The age range of the current sample was 20 to 40 years ($M = 27.30$, $SD = 3.64$). The sample consists of Women = 83 and Men = 197, of those sample of 105 was Married and 175 Unmarried. They were from various income
groups (i.e., Lower income group = 148, Middle income group = 122, Higher income group = 10. The educational baseline of the sample was graduation and the highest qualification of the sample turned to be the MS/M.Phil degree. Among these 12 individuals held MS/M.Phil degrees, 164 held post graduate (MA./MSc/MBA) whereas 104 participants were graduates (BA/BBA/BSc/BCom).

**Instruments**

**Negative Acts Questionnaire.** To measure the prevalence and forms of workplace bullying 34 items Negative Acts Questionnaire (NAQ) developed by Einarsen and Raknes (1997) was used. NAQ measures frequency of perceived exposure to bullying and victimization at work during previous six months. It consists two forms of workplace bullying i.e., *Person-related bullying* (16 items) and *Work-related bullying* (13 items) and 5 point rating scale, having response categories never, now or then, about weekly, and about daily ranging scores from 1 to 5 respectively. The scale also includes a definition with an overall item on victimization. 6 items on duration of perceived victimization (when did the bullying start?), status of offenders (Who bullied you?), and earlier exposure to bullying (Have you ever been bullied at work over the last 1 year?) are included referring to that definition. The NAQ was selected for its established reliability and comparison potential due to its use in a number of previous bullying studies (Einarsen & Hoel, 2001; Hoel & Cooper, 2000; Hoel et al., 2001; Mikkelsen & Einarsen, 2001; Salin, 2001). Research using the NAQ has demonstrated high internal consistency, with Cronbach’s alpha ranging from 0.81 to .92 (Mikkelsen & Einarsen, 2001; Salin, 2001). Cronbach’s alpha for NAQ in this study was found as .92.

Internal consistency of this scale was estimated through Alpha coefficients, inter-scale correlations and item total correlation. The item total correlation yields that all the items of the person-related form of workplace bullying are significantly correlated with the total of the subscale, ranged from .37 to .78 (p < .01) and it also showed that all the items of the work-related form of workplace bullying are significantly correlated with the total of the subscale ranged from .46 to .73 (p < .01).

**Research Design**

The current study was executed in two phases.

**Phase I: Pilot Study.** Pilot study was conducted on relatively a smaller sample (N =50) with the objectives of testing the suitability of the scale that was used in the current study for our indigenous population. The findings show that the language is easily understandable for the participants of current study so need to translate. This phase of study was also executed with only to serve the purpose of identifying the internal consistency of scale but also undertook item total correlation for ensuring that all the items of the various scales were significantly contributing in the measurement of their pertinent constructs. The findings suggested satisfactory internal consistency (alpha’s = i.e., .93 (total), .83 (work-related) and .90 (person-related).

**Phase II: Main Study.** After estimating the reliability indices of the scales, the main study was carried out on a sample of 280 telecommunication personnel. The data gleaned
through the psychometrically sound instruments were subjected to statistical analysis in order to explore the said objectives of present study.

RESULTS

Table 1
Frequencies & Percentages of Respondents Reporting to Being Bullied (N = 280)

<table>
<thead>
<tr>
<th>Responses</th>
<th>Men (n = 197)</th>
<th>Women (n = 83)</th>
<th>Total (n = 280)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>f (%)</td>
<td>f (%)</td>
<td>f (%)</td>
</tr>
<tr>
<td>Number</td>
<td>96 (49)</td>
<td>40 (48)</td>
<td>136 (48)</td>
</tr>
<tr>
<td>Yes very rarely</td>
<td>44 (22)</td>
<td>20 (24)</td>
<td>64 (23)</td>
</tr>
<tr>
<td>Now and then</td>
<td>26 (13)</td>
<td>9 (11)</td>
<td>35 (12)</td>
</tr>
<tr>
<td>Several times a month</td>
<td>22 (11)</td>
<td>8 (10)</td>
<td>30 (11)</td>
</tr>
<tr>
<td>Several times a week</td>
<td>1 (1)</td>
<td>4 (5)</td>
<td>5 (2)</td>
</tr>
<tr>
<td>Almost daily</td>
<td>8 (4)</td>
<td>2 (2)</td>
<td>10 (4)</td>
</tr>
</tbody>
</table>

Table 1 describes that almost 48% of the sample never experience bullying while almost 52% of the sample experienced workplace bullying at different times during their work life. Similar percentage of men and women employees responded for experiencing workplace bullying.

Table 2
Gender-wise Differences of Employees Reporting to Being Bullied (N = 280)

<table>
<thead>
<tr>
<th></th>
<th>Men (n = 197)</th>
<th>Women (n = 83)</th>
<th>( \chi^2 )</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>f (%)</td>
<td>f (%)</td>
<td></td>
</tr>
<tr>
<td>Yes, very rarely</td>
<td>44 (22)</td>
<td>20 (24)</td>
<td>.221</td>
</tr>
<tr>
<td>Now and then</td>
<td>26 (13)</td>
<td>9 (11)</td>
<td></td>
</tr>
<tr>
<td>Several times a month</td>
<td>22 (11)</td>
<td>8 (10)</td>
<td></td>
</tr>
<tr>
<td>Several times a week</td>
<td>1 (1)</td>
<td>4 (5)</td>
<td></td>
</tr>
<tr>
<td>Almost daily</td>
<td>8 (4)</td>
<td>2 (2)</td>
<td></td>
</tr>
</tbody>
</table>

Table 2 shows that there is non-significant difference of experience of bullying between men and women employees. It means both men and women employees have similar experience of bullying.

Table 3
Percentages and Frequencies of Duration of Bullying Experience (N = 280)

<table>
<thead>
<tr>
<th>Not responded (%)</th>
<th>Within last 6 months (%)</th>
<th>Between 6 and 12 months ago (%)</th>
<th>Between 1 and 2 years ago (%)</th>
<th>More than two years ago (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>129 (46)</td>
<td>56 (20)</td>
<td>49 (18)</td>
<td>36 (13)</td>
</tr>
</tbody>
</table>

Tables 3 describes that highest percentage of experience of bullying was within last 6 months and this might be due to the unstable conditions of country.
Table 4
Differences of Level of Duration of Bullying Experience on Frequencies and Chi-square Values among Men and Women Employees (N = 280)

<table>
<thead>
<tr>
<th>Duration of Experience</th>
<th>Men (n = 197)</th>
<th>Women (n = 83)</th>
<th>χ²</th>
</tr>
</thead>
<tbody>
<tr>
<td>Not responded</td>
<td>91</td>
<td>38</td>
<td></td>
</tr>
<tr>
<td>Within last 6 months</td>
<td>36</td>
<td>20</td>
<td></td>
</tr>
<tr>
<td>Between 6 and 12 months ago</td>
<td>38</td>
<td>11</td>
<td></td>
</tr>
<tr>
<td>Between 1 and 2 year ago</td>
<td>24</td>
<td>12</td>
<td>.577</td>
</tr>
<tr>
<td>More than 2 year ago</td>
<td>8</td>
<td>2</td>
<td></td>
</tr>
</tbody>
</table>

Table 4 shows the comparison of men and women employees on the duration of bullying. Results indicate that there is non-significant difference among men and women employees on duration of bullying experience.

Table 5
Differences of Perpetrators of Bullying on Frequencies, Percentage and Chi-square Values among Men and Women Employees (N = 280)

<table>
<thead>
<tr>
<th>Perpetrators</th>
<th>Men (n = 197) f (%)</th>
<th>Women (n = 83) f (%)</th>
<th>χ²</th>
</tr>
</thead>
<tbody>
<tr>
<td>Not responded</td>
<td>92 (47)</td>
<td>39 (47)</td>
<td></td>
</tr>
<tr>
<td>Supervisor/manager</td>
<td>45 (23)</td>
<td>28 (34)</td>
<td></td>
</tr>
<tr>
<td>Colleagues</td>
<td>38 (19)</td>
<td>9 (11)</td>
<td></td>
</tr>
<tr>
<td>Subordinates</td>
<td>11 (6)</td>
<td>2 (2)</td>
<td></td>
</tr>
<tr>
<td>Clients</td>
<td>11 (6)</td>
<td>5 (6)</td>
<td>.169</td>
</tr>
</tbody>
</table>

Table 5 shows the comparison of men and women employees on the perpetrators of bullying. Results indicate that there is non-significant difference among employees on their experience of workplace bullying from different perpetrators.

Table 6
Differences of Experience of Bullying in the Last 6 Months on Frequencies, Percentage and Chi-square Values among Men and Women Employees (N = 280)

<table>
<thead>
<tr>
<th>Experience</th>
<th>Men (n = 197) f (%)</th>
<th>Women (n = 83) f (%)</th>
<th>χ²</th>
</tr>
</thead>
<tbody>
<tr>
<td>Not responded</td>
<td>66 (34%)</td>
<td>25 (30%)</td>
<td></td>
</tr>
<tr>
<td>No, never</td>
<td>34 (17%)</td>
<td>19 (23%)</td>
<td></td>
</tr>
<tr>
<td>Yes, but rarely</td>
<td>57 (29%)</td>
<td>20 (24%)</td>
<td></td>
</tr>
<tr>
<td>Yes, now and then</td>
<td>22 (11%)</td>
<td>10 (12%)</td>
<td></td>
</tr>
<tr>
<td>Yes, often</td>
<td>18 (9%)</td>
<td>9 (11%)</td>
<td>.755</td>
</tr>
</tbody>
</table>

Table 6 shows that there is non-significant difference between experience of bullying of men and women respondents.
Table 7
Past Bullying: Percentage of Respondents Reporting to Experiencing Bullying in the Last 1 Year 
(N = 280)

<table>
<thead>
<tr>
<th></th>
<th>Yes (%)</th>
<th>No (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Men</td>
<td>41.1</td>
<td>58.9</td>
</tr>
<tr>
<td>Women</td>
<td>43.4</td>
<td>56.6</td>
</tr>
<tr>
<td>Total</td>
<td>41.8</td>
<td>58.2</td>
</tr>
</tbody>
</table>

Table 7 explains that almost 41% of the sample experienced the bullying in the last 1 year. Results also indicated that women employees experienced slightly higher degree of workplace bullying in last one year as compared to the men employees.

Table 8
Percentage of Respondents Reporting to Experiencing Forms of Bullying (N = 280)

<table>
<thead>
<tr>
<th></th>
<th>Never (%)</th>
<th>Yes (Total) (%)</th>
<th>Now and then (%)</th>
<th>Monthly (%)</th>
<th>Weekly (%)</th>
<th>Daily (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Work-related bullying</td>
<td>41</td>
<td>59</td>
<td>28</td>
<td>21</td>
<td>7</td>
<td>3</td>
</tr>
<tr>
<td>Person-related bullying</td>
<td>45</td>
<td>55</td>
<td>25</td>
<td>18</td>
<td>8</td>
<td>4</td>
</tr>
</tbody>
</table>

Table 8 describes that almost 59% of the sample experienced work-related bullying and 55% of the sample experienced person-related bullying. It means that work-related bullying prevailed more than person-related bullying.

**DISCUSSION**

The results on frequency and percentages of workplace bullying experience revealed that workplace bullying prevailed in telecommunication companies of Pakistan and almost half of the sample reported to being bullied at different times. The perceived exposure to bullying at workplace in telecommunication personnel is in line with the findings of other studies conducted in west. According to previous literature the prevalence rate varies from 1% to 50% depending upon the applied strategy, occupation or sector as well as country (Cusack, 2004; Rutherford & Rissel, 2004; Martino et al., 2003). The findings of analysis on duration of bullying explained that highest proportion of sample reported to being bullied in the last 6 months. Almost 54% of total proportion experienced workplace bullying at different times. These findings are in line with the previous research literature which stated that bullying is a long lasting process consisting of recurring negative acts and average duration of bullying varies from 6 months to two years (Einarsen & Skogstad, 1996; Leymann, 1996; Zapf et al., 2003). Results also depicted that a high proportion of sample reported to be the target of workplace bullying for more than one year. These results are consistent with previous research findings on duration of workplace bullying (Hoel & Cooper, 2000; Hoel et al., 2001; Salin 2001). The pattern of results for the prevalence and forms of workplace bullying showed that proportion of Work-related bullying was higher than Person-related bullying. This finding is also supported by existing literature explaining that victims suffer at workplaces more work-related negative acts than person-related negative acts (Einarsen & Rakens 1997; Hoel & Giga, 2006).
The results also revealed non-significant gender differences on experiencing workplace bullying (see Table 5). These findings are in-line with the previous findings of Hoel and Giga (2006) which stated that there was no significant gender difference regarding workplace bullying experience. Gender differences were also explored regarding duration and perpetrator of workplace bullying and results revealed that the gender differences on duration of bullying appeared to be non-significant (see Table 7) and these findings are consistent with the results of research conducted on Scandinavian countries (Einarsen, Rakens, Matthiesen, & Hellesoy, 1994). The data on perpetrator of workplace bullying revealed that highest proportion of the sample considered supervisors / managers to be the bully or perpetrator of bullying (see Table 8). The previous research findings also support our results by explaining that bully most likely is a leader (Nielsen, Matthiesen, & Einaresen, 2005; Einarsen & Skogstad, 1996) Results also indicated that the proportion for colleagues and subordinates as the perpetrator of bullying was high for men employees as compare to the women employees. But women employees reported higher for clients to be the bully as compared to the men employees but all these differences were non-significant. The results on perception of bullying in last 6 months supported our findings reported in table 27, which showed that a high proportion of sample reported to being bullied in the last 6 months (see Table 9). Regarding gender, non-significant differences were found on experience of workplace bullying among telecommunication employees.

Conclusion

The present study found out the prevalence and forms of workplace bullying. The results of the study indicated that workplace bullying prevailed in telecommunication personnel and the perception of experiencing work-related bullying is higher than person-related bullying. The results on demographics showed that there were non-significant gender differences on prevalence of workplace bullying. Gender differences were also found to be non-significant on forms of bullying. But the mean score is higher for men as compare to women employees. All these findings showed that demographics had the same results as found in previous researches which were carried out in western cultures. Overall, this study focused on measuring the prevalence and forms of workplace bullying among telecommunication personnel in Pakistan.

Implications

Several practical implications of this study also exist for organizations with employees in service related jobs, because research has shown a link from employee satisfaction to customer satisfaction and bottom-line organizational productivity (Schneider & Brown, 1985; Colihan, 2001, 2002), the findings of the present study may be of interest to organizations that wish to improve these business outcomes.

It is anticipated that workplace bullying does exist as a problem in telecommunication companies. Secondly, the prevalence of work-related bullying is high so it may influence the performance of employees which may in turn affect the productivity of organizations. So the organizations should be aware of the phenomenon of workplace bullying. Another implication of the study could be related to the leadership style of the organizations. As supervisors/managers were reported to be the highest perpetrator of workplace bullying by employees, so it can be inferred that organizations should avoid over authoritative style of management.
Overall, this study serves to enhance our understanding of workplace bullying. It has provided a valuable contribution to the literature on workplace bullying, and in particular it serves to clarify how the factors of work environment affects the service employees. Understanding the workplace bullying is the first step in attempting to ameliorate the sometimes negative aspects of service work and reduce the related personal and organizational costs. It is anticipated that this study will provide a better understanding of how employees perceive workplace bullying. Beyond this, it was hoped that this study could make the telecommunication industry aware of their employees’ problems.

Limitations

As with most research, the present study has its own limitations salient of which are discussed below.

1. This study has utilized a cross-sectional design, rather than a longitudinal design. Therefore, causality cannot be inferred regarding the variables in the regression models because all the data was collected at one point in time. Thus, the current investigation provides estimates of the strength of the relationships among several constructs important in workplace.

2. All the variables of the current study were measured through self-report scales. The use of only self-report measures do serve as a limitation of this study as there is the concern that self-report methodology will lead to the overstatement of relationship between variables. However, it must be noted that the use of self-report measures may be appropriate in this instance because this study seeks to assess individual behaviors and outcomes.

3. The sample of the study was only limited to the cellular services providing companies. This might have reduced the external validity of the study, so the generalization of these findings across other occupations or business, therefore, may need a good deal of contemplation.

4. The data was collected through non-probability sampling using the purposive convenient sampling technique. Consequently the extent to which the sample is representative of the population is questionable.

5. The sample taken in the present study was not nationally representative of cellular industry as it was drawn from Islamabad only. Therefore the generalization at the national level in relation to the cellular industry should be cautiously made.

REFERENCES


Perception of Students and Political Parties’ Representatives about Political Leadership

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The present research was designed to explore the perception of students and representatives of political parties about Political Leadership. The study was conducted in two phases: Phase-I of the research dealt with developing of questioning route/interview schedule. A forced choice questionnaire about Leadership Behaviors in which male or female leaders differ by Martha (2006) was used for interviews with representatives of Pakistan People’s Party Parliamentarian (MNAs) along with open ended question guide. Phase-II of the research consisted of three parts: In part-I, three focus groups discussions were conducted with 30 university students (males=14: females=16). In part-II, two focus groups discussion were conducted with 16 political parties representatives (males=8: females=8) and in part-III, two in-depth interviews were also conducted with the political parties representatives (male & female MNAs). The thematic analysis technique of content analysis was used to analyze the data. As far as the perception of leadership is concerned, the result showed a leader directs. For the perception of political leadership in Pakistan, it is based on self-interest and short sightedness. For the perception of female political leadership in Pakistan, the result showed that female political leaders were seen as a “dummy figures”. For the perception of successful male political leaders, results showed that those male leaders were considered successful who took bold decision. As far as the perception about practical difference present in male and female political leadership is concerned, mostly thought that decision making is distinctive criteria for practical difference in male and female leaders. The findings of the present research revealed the common attitude of our society towards gender roles. Overall, the present research shows general attitude and perception of our society regarding political leadership. The findings of the present research are supported by various researches conducted previously.

Keywords: Perception, political leadership, leadership behaviors

The political leadership has the historically been depicted primarily as an art or science of government or governing, especially the governing of a political entity, such as a nations, and the administration and control of its internal and external affairs which shows a social relations involving intrigue to gain authority or power; the activities and affairs involved in managing a state or a government (Carli, 1999).

In political leadership situations, the leader is an advocate, whose leadership style is coalition and building. Political leaders clarify what they want and what they can get; they access...
the distribution of the power and interests; they build linkages to other stakeholders, use persuasions first, and then use negotiation and coercion only if necessary (Naveed, 2006).

Leadership

According to Beach (1985), leadership is the powerful tool of the management of men by persuasion and inspiration rather than by direct threat of coercion. Leadership includes the activity of influencing people to cooperate towards some goal, which they come to find desirable. In the perception of leadership, a leader is the one who must be distinguished beyond their established position, and by their actions and not orders, motivate others to willingly and eagerly follow. Although often associated by and connected with position in an organization, it is a role that must be earned (Robbins, 1992).

Political Leadership

In political leadership, the leader has to use the methods of appeal and persuasion, and also his eyes on the next election, which must have a well-balanced judgment and know instinctively when to be bold and when to be cautious, and in political leadership the leader must be able to judge the true value of the mass of good and bad tidings which will flows in time of stress and courage. In political leadership control over the coercion gives the leader an important type of a control; the leaders are given a privileged status. Fulfillment of their responsibilities for the maintenance of internal orders and protection against the environment necessities granting the leaders a certain degree of independence in formulation and application of sanction (Collins, 1961).

Political Leadership in Pakistan

In the present parliamentary form of government in Pakistan, there are three types of electoral bodies where leaders are elected to formulate the legislative setup of the country. The electoral bodies are Senate, the National Assembly and four Provincial Assemblies. Elected members of National and Provincial Assemblies elect the members of Senate. Members of Senate, National and Provincial Assemblies, form the top level political leaders in Pakistan. A basic unit which elects a low or middle level political leader is a Council. In rural areas of Pakistan Union Council members are elected by voters having 21 years of resident of the area earmarked for that council. Elected members of Union Council in turn elect the District Council members. In urban area councilors are elected by the voter having 21 years of age and are resident of that particular Municipal Area (Ahmed, 1982).

The perception of Pakistan dilemma was that since partition she did not have the backup of the ingrained practical values to match up to the task of nation building. At present, after a lapse of about half century, the continuing social and moral deteriorations have further effect the politics. This can be one of the reasons that Pakistan faces instability in their political system (Khan, 1999).
Gender Differences in Political Leadership

A research conducted by Quinones (1996) explains gender differences regarding political leadership in which the male leader may feel that he has the authority to dissent in an all-male or majority-male group, whereas the dissenting female may assume that the males are ‘against’ her and therefore might be more vocal in a majority-male group.

In political leadership, female leaders face a double bind regarding gender differences in political leadership. They are expected to be communal because of the expectations inherent in the female gender role, and they are also expected to be argentic because of the expectations inherent in most leader roles. However, because argentic displays a confidence and assertion can appear incompatible with being communal, women are vulnerable to becoming targets of prejudice. Sometimes people view women as lacking the stereotypical directive and assertive qualities of good leaders that is, as not being tough enough or not taking charge. Sometimes people dislike female leaders who display these very directive and assertive qualities because such women seem unfeminine that is, just like a man or like an iron lady (Eagly & Carli, 2004).

In political leadership, most female leaders ‘posses’ greater ability to motivate and inspire followers in order to achieve optimal goals, three basics would be taken into account: motivation, reward and commitment. Motivating other people is about getting them to move in the direction they want them to go in order to achieve a result. Motivation can be described as goal-directed behavior and ability to contribute to a solution. Followers are motivated when they expect that a course of action is likely to lead to the attainment of a goal and a valued reward (MacGregor, 1998).

The present research aims to explore that how people perceive Political Leadership, how they understand and interpret Political Leadership in Pakistan society. On the whole it was explored that how they perceive Political Leadership. Pakistani culture is a collectivist culture (as cited in Akram, 2006) where people have strong bonds with religion, norms, values, families and traditions. It is a common observation that people start interpreting the Political Leadership in their own way accepting the knowledge that confirm their ideas and rejecting the knowledge that deviate from their belief system. So present research aim to explore such perceptions regarding Political Leadership.

The aim of this research will prove to be starting process in understanding perceptions of people toward political leadership. In the field of psychology, the study of the political leadership is the beginning of a new trend in Pakistan. The people belonging to the discipline of the psychology are in habit of never touching the political issues, in spite of the fact that they have better understanding of political leadership; human behavior and it’s ever changing environment.
METHOD

Objectives

The present study aimed at exploring the perception of students and representatives of political parties about Political Leadership. The qualitative research design was adopted for these purposes. So, to meet the major goal of the present research, certain objectives were formulated:

1. To explore the perception among students and representatives from political parties, regarding political leadership in Pakistan.
2. To explore the perception among students and representatives from political parties, regarding female political leadership in Pakistan.
3. To explore the perception among students and representatives from political parties, regarding successful female political leaders.
4. To explore the perception among students and representatives from political parties, regarding successful male political leaders.
5. To explore the perception among students and representatives from political parties, regarding practical difference present in male and female political leadership.

Phase-I

In order to fulfill the objective of the research a questioning route/ interview schedule was developed to explore the perception of Political Leadership among students and political parties’ representatives. Literature review and consultation with experts were done to generate the guideline areas for focus group discussion and for the interview schedule. Two faculty members from Psychology department of the Quaid-i-Azam University, one Ph.D scholar were approached individually and their opinion and suggestions were taken.

Phase-II: Main Study

Part-I: Focus Groups with Students. Part-I dealt with the focus group discussions that were conducted with students.

Sample. Three focus groups were conducted with students and the participants consisted of 30 M.Sc University students (males=16, females=14) from different departments of Quaid-i-Azam University, Islamabad.

Instrument. The questioning route developed in the Phase-I of the research was used as a focus group questioning guide.

Procedure. With the permission and availability of the students, three focus groups discussion were audio-taped recorded and were transcribed. Time duration for each focus group ranged from 50 to 55 minutes.

Part-II: Focus Groups with Political Parties Representatives. Part-II dealt with the focus group discussions that were conducted with Political Parties Representatives.
Sample. Two focus groups discussions were conducted with political parties’ representatives and the participants consisted of 16 representatives from different political parties including Pakistan People’s Party (PPP), Pakistan Muslim League.

Instrument. The questioning route developed in the Phase-I of the research was used as a focus group questioning guide.

Procedure. With the permission and availability of the students, three focus groups discussion were audio-taped recorded and were transcribed. Time duration for each focus group ranged from 50 to 55 minutes.

Part-III: In-Depth Interviews.

Sample. Two individual interviews of (MNAs) were conducted with representatives of Pakistan Peoples Party.

Instrument. The questioning route developed in the Phase-I of the research was used as interview schedule, and also a forced choice question was added to know what are their opinions about leadership behaviors which are mostly present in male or female leaders.

Procedure. With the permission and availability of the MNAs, three in-depth interviews discussions were audio-taped recorded and were transcribed. During interview it was observed that the participants were giving both their party perspectives as well as their personal opinions.

RESULTS

Focus Groups with Students: Three focus groups were conducted with students and the participants consisted of 30 MSc University students (female=16; males=14).

Table 1
Perception about Leadership (N=30)

<table>
<thead>
<tr>
<th>Themes Emerged</th>
<th>f</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Leadership is basically the representation of nation.</td>
<td>2</td>
<td>6</td>
</tr>
<tr>
<td>2. Leadership is a multi-faceted concept.</td>
<td>4</td>
<td>13</td>
</tr>
<tr>
<td>3. Leadership is inherited through learning and experiences.</td>
<td>7</td>
<td>23</td>
</tr>
<tr>
<td>4. Leadership is a process of directing others.</td>
<td>21</td>
<td>70</td>
</tr>
<tr>
<td>5. Leadership is a God gifted quality.</td>
<td>23</td>
<td>70</td>
</tr>
<tr>
<td>6. Leadership is essential for every nation.</td>
<td>25</td>
<td>83</td>
</tr>
</tbody>
</table>

Table 1 reveals the perception of students about leadership. The lowest perception range is 6% for leadership is basically the representation of the nation, and the highest perception range is 83% for leadership is essential for every nation.
Table 2
Perception about Political Leadership in Pakistan (N=30)

<table>
<thead>
<tr>
<th>Themes Emerged</th>
<th>f</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Political leadership is all about struggles.</td>
<td>8</td>
<td>26</td>
</tr>
<tr>
<td>2. Political leadership must follow principles of democracy.</td>
<td>10</td>
<td>33</td>
</tr>
<tr>
<td>3. Political leaders usually work for their personal interests.</td>
<td>13</td>
<td>43</td>
</tr>
<tr>
<td>4. Political leaders give ideology to the people.</td>
<td>16</td>
<td>50</td>
</tr>
<tr>
<td>5. Political leaders are not aware about the needs of the people.</td>
<td>19</td>
<td>63</td>
</tr>
<tr>
<td>6. In political leadership benefits are given to friends/family.</td>
<td>27</td>
<td>90</td>
</tr>
</tbody>
</table>

Table 2 reveals the perception of students about political leadership. The lowest perception range is 26% for political leadership is all about struggles, and the highest perception range is 90% for in political leadership benefits are given to friends/family only.

Table 3
Perception about Successful Female Leaders (N=30)

<table>
<thead>
<tr>
<th>Themes Emerged</th>
<th>f</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Who are loyal to political cause.</td>
<td>4</td>
<td>13</td>
</tr>
<tr>
<td>2. Who are focused about their objectives.</td>
<td>9</td>
<td>30</td>
</tr>
<tr>
<td>3. Who are cautious.</td>
<td>11</td>
<td>36</td>
</tr>
<tr>
<td>4. Who show responsibilities.</td>
<td>18</td>
<td>60</td>
</tr>
<tr>
<td>5. Who put their capabilities to practice.</td>
<td>1</td>
<td>70</td>
</tr>
</tbody>
</table>

Table 3 reveals the perception of students about successful female leaders. The lowest perception range is 13% for female leaders who are loyal to political cause, and the highest perception range is 70% for female leaders who put their capabilities to practice.

Focus Groups with Political Parties’ Representatives. Two focus groups discussions were conducted with (PMLN) and (PPP) representatives, and the participants consisted of 16 representatives (males = 8; females = 8)

Table 4
Perception about Female Political Leadership in Pakistan (N=16)

<table>
<thead>
<tr>
<th>Themes Emerged</th>
<th>f</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Acceptance by male counterparts, so their decisions can be heard.</td>
<td>4</td>
<td>25</td>
</tr>
<tr>
<td>2. Female political leaders are usually not empowered enough.</td>
<td>6</td>
<td>37</td>
</tr>
<tr>
<td>3. Religion Islam doesn’t restrict female political leadership.</td>
<td>10</td>
<td>62</td>
</tr>
<tr>
<td>4. Female leaders are approachable to those ladies who are hesitant to go to male leaders.</td>
<td>13</td>
<td>81</td>
</tr>
</tbody>
</table>

Table 4 reveals the perception of political parties’ representatives about female political leadership in Pakistan. The lowest perception range is 25% for female political leadership acceptance by the male counterparts is necessary, so that their decision can be heard, and the highest perception range is 81% for female leaders are approachable to those ladies who are hesitant to go to male leaders.
Table 5
Perception of Successful Male Leaders (N=16)

<table>
<thead>
<tr>
<th>Themes Emerged</th>
<th>f</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Who is generous.</td>
<td>3</td>
<td>18</td>
</tr>
<tr>
<td>2. Who shows full commitment towards public.</td>
<td>6</td>
<td>37</td>
</tr>
<tr>
<td>3. Who can take pressure.</td>
<td>9</td>
<td>56</td>
</tr>
<tr>
<td>4. Who can easily mix up with common man.</td>
<td>14</td>
<td>87</td>
</tr>
</tbody>
</table>

Table 5 reveals the perception of political parties’ representatives about perception of successful male leaders. The lowest perception range is 18% for perception of successful male leaders who is generous, and the highest perception range is 87% for male leaders who can easily mix up with common man.

Table 6
Perception about Practical Difference in Male and Female Political Leadership (N=16)

<table>
<thead>
<tr>
<th>Themes Emerged</th>
<th>f</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Female leaders are helpful in organizing elections campaigns.</td>
<td>5</td>
<td>18</td>
</tr>
<tr>
<td>2. Male leaders usually adopt autocratic style.</td>
<td>10</td>
<td>62</td>
</tr>
<tr>
<td>3. Female leaders are more responsible.</td>
<td>11</td>
<td>68</td>
</tr>
<tr>
<td>4. No difference in male and female political leadership.</td>
<td>13</td>
<td>81</td>
</tr>
</tbody>
</table>

Table 6 reveals the perception of political parties’ representatives about perception of practical difference in male and female political leadership. The lowest perception range is 18% for female leaders are helpful in organizing elections campaigns, and the highest perception range is 81% for no difference is present in male and female political leadership.

Interviews with Members of National Assembly

The two in-depth interviews discussions were also conducted with two representatives of (PPPP) Pakistan People’s Party Parliamentarian. The findings of the perception of leadership, gave following themes, i.e., leader must have a commitment, futuristic approach, and have vision. For the perception of political leadership in Pakistan, results showed that in political leadership the leader must have a clarity of mind, have futuristic approach, taking bold decisions, as far as the perception of female political leadership in Pakistan is concerned, following themes are emerged, i.e., that female leaders are a source of strength and inspiration, truthful, committed, motivated and responsible. For the perception of successful female leaders, the results showed that female leaders have focused objectives. The findings of the results for perception of successful male leaders, the following themes are emerged that male leaders are more interactive, sociable, and take pressures. For the perception of practical difference present in male and female political leadership, the results showed that female leaders are strong decision makers, relationship oriented, supporting whereas male leaders have advantage related to communication, and mostly adopt autocratic style.
DISCUSSION

The findings of the research highlighted mainly six broad perspectives regarding Political Leadership.

1. Perception about Leadership
2. Perception about Political Leadership in Pakistan
3. Perception about female Political Leadership in Pakistan
4. Perception of successful male leaders
5. Perception of successful female leaders
6. Perception of practical difference in male and female Political Leadership

The present research explored how people perceive political leadership in Pakistan; in this regard the findings of the research revealed 90% of the participants were of the view that in political leadership benefits are given to friends/family only. It can be analyzed it in the study of Zia (2004) point of view, she stated that, “in political leadership, there are political members who are relatives of prominent or active male members of parties, they get maximum share in top party positions, and secure tickets as well as high positions in the government”.

The findings of the research revealed the perception about female political leadership, 50% of the participants were of the view that for female political leadership, there is no restriction in Islam. To support this research findings by Rehman (2004) stating that, the Qu’ran does not support a single definition of a set of roles. Women can also hold political positions in Islam.

The findings of the present research revealed the common attitude of our society towards women and gender roles (Masood, as cited in Akram, 2006). Responses reflecting traditional gender role attitudes that a woman should not step out of the boundaries prescribed for her by society, be modest, “value-based”.

Implications

1. The research is conducted to study the perception about political leadership. The research is highly beneficial because it is done with political parties’ representatives.
2. The research naturally leads to more research opportunities and questions.
3. Gender differences may well be taken into account regarding political leadership.
4. This research will serve as a pioneer for a new beginning and orientation of a psychological research in Pakistan.

Limitations

1. Getting time from political parties’ representatives was very difficult, due to political situation of the country.
2. Some people did not express as clearly and openly as many superfluous terminologies were used.
3. It was difficult to handle the focus group discussions and keep interview guideline on track, as people used to exaggerate and got into extra details of the issue.
4. Personal and religious issues are also very important to study which could not be included in this study.

Suggestions

1. More focus groups, interviews must be conducted with political parties’ representatives.
2. Perspectives of different political parties must be taken into account.
3. View point of general public from different spheres of life who are probable voters must be taken.
4. A quantitative measure could also be used to measure leadership style.
5. Religious issues were also taken into account regarding political leadership.

Conclusion

The present research is an exploratory study that is the first of its kind in Pakistan. It will provide a substantial knowledge concerning political leadership. This research will also contribute significantly towards theory building in the field of leadership in Pakistan and elsewhere. However findings revealed that everyone had some point of view. This shows general attitude of our society regarding political leadership.

REFERENCES


Psychosocial Predictors of Sexual Harassment in Women at Workplace of Lahore

Faiza Qayyum and Amina Muazzam Butt

*Lahore College for Women University*

The present study explored sexual harassment at workplace in women. The quasi research design was used. The sample was consisted of 300 professional women (N=300; aged 18-55). 75 women were taken from Banks, 75 from hospitals, 75 from factories, and 75 from departmental stores. The sample was selected by using non probability purposive sampling technique. The sample was taken from three selected sources from each of four fields. The data was collected by using self-constructed structured interview schedule, based on demographic variables. Moreover Sexual Harassment Experience Questionnaire (Anila, 1998), Depression Anxiety Stress Scale (Lovibond & Lovibond, 1995) and Rosenberg Self Esteem Scale (Rosenberg, 1965) were used to assess sexual harassment in women at workplace. A self-constructed questionnaire “organizational cooperation and rules scale” was used to analyze the system of organization including rules, regulation and policies. The findings of current research revealed the prevalence of sexual harassment at workplaces in Lahore. Furthermore, different psychosocial predictors which contributes in sexual harassment were explored.

**Keywords:** Sexual harassment, workplace, structured interview schedule.

Sexual harassment is incident that can be occurred with anyone, victim can be a men or women. It cannot be labeled specifically that one gender is always a victim or other not. Most often it is showed that man comes into the category of harasser while woman comes into the category of victim (Terpstra & Cook, 1985). There are very less number of studies which are conducted on the men, to know about the frequency of sexual harassment among men (Gutek & Done, 2001) Sexual harassment is not a new occurring problem but it exist from years and the research on sexual harassment also started off in the late 1970s. The focus of most of studies was to know about the nature, frequency of sexual harassment, characteristics of the harassers and victims. Studies also tried to know about the impact of sexual harassment on victim, harasser and third party (Langley, 1999).

One of important need or initial step in any field of study is to define the terms properly in easy words that everyone can understand. Somehow, definitions serve as guidelines to determine some particular action phenomenon. Sexual harassment like most psychological constructs has been difficult to define. There are so many variables like power system, rules and regulations in organization, frequency of male participants at workplace, early experiences of harassment, location or status of workplace, and women’s behavior in workplace that can cause any form of sexual harassment. Any sexual type behavior or action can be defined sexual harassment, but some specific consequences should be occurred for its specific label as sexual harassment. All schools of thought do not agree that these variables should exist to cause sexual harassment. Some schools of thought adopt or support some specific variable while other school of thought adopt or support others to label sexual nature behavior as “sexual harassment”.
Mackinnon (1979) highlighted sexual harassment as unwanted behavior for some sexual requirement which is usually occurs due to the unequal power between the harasser and target person. The main problem occurs due to the power factor from any social sphere which is used to get some benefits or to deprive other from some benefits and worth.

Different Approaches Related to Sexual Harassment

Sexual harassment is explained in different perspectives and directions. Different approaches identify to explain sexual harassment in easy way. Those approaches were gender approaches, role approaches, power approaches and demographic approaches. Gutek, Cohen, and Konard (1990) clarified Gender approaches as the approach which views sexual harassment as the result of differences of genders and interaction between sexes. Role approaches in which sexual harassment is defined as the result of differences in the different expectations of roles related to different genders (Gutek & Morasch, 1982). Hemming (1985) illustrated power approaches in which sexual harassment is same as the consequence of the different power product related to male and female in the society, organization and workplace.

Fain and Anderton (1987) highlighted demographic approaches which defines sexual harassment as the consequence of imbalances in the organizational demographics and system. In the most recent approaches sexual harassment is assumed as the form of aggression and violence (Fitzgerald, 1993). To some extent, sexual harassment is classified as an ethical issue. When individual or group of individual break some rule and act in the way that are perceived as outside the boundary of moral values, standards and ethics, is considered as sexual harassment (Opotow, 1990).

Effects of Sexual Harassment

Women are working in the workplaces for gaining some benefits and high wages (O’Leary & Ickovics, 1992). Those beneficial, satisfactory and organized employment situation provides a number of important psychological benefits and improvements such as good self-esteem, feelings of accomplishment and social support networks (Powell, 1988). Women experiences lots of problems in the workplace. Discrimination and sexual harassment are major issues which can cause threats to psychological benefits. In different situations, threats to satisfactory jobs are also threats to a number of important psychological benefits, like low self-esteem, feelings of inadequacy, and low social support (Davidson & Cooper, 1992).

Sexual Harassment at Workplaces in Pakistan

Sexual harassment occurs at workplaces including all type of professions, organization and in all type of job levels. Sexual harassment can be accrued in different forms which are included sexual nature statements or proposals, sexual nature jokes, touching, to show vulgar posters or to play lewd songs in the presence of female counterpart. In the serious forms, victim reported that their rights benefits, promotions and job security are affected or withheld on the basis of sexual favors granted or denied by female worker (Pakistan National Report, 1995).
Most of studies and researches which are related to sexual harassment in Pakistan were conducted on the students in schools or at universities and some were conducted at the public level. There is only one research that was carried out in 1998 in Islamabad on sexual harassment at workplaces. No any research or study was conducted on sexual harassment in Lahore till now. In Pakistan, sexual harassment is one of the major arising issue and crime. Besides this, harsh and irrational beliefs and opinions are attached with this issue that it is occurred due to the victim rather than aggressor or harasser. Women had no choice to fight back for their rights because there was no any anti sexual harassment law in Pakistan till early 2010, which could protect women from sexual harassment at workplaces and could provide them safety. Women are just learned or taught form a very first day in our society that they have to accept this type situation as the fact of life (Anila, 1992, 1995; Anila, Ansari, & Tariq, 1991; Anila, Khan, & Sabir, 1993; Kamal & Tariq, 1997; Kamal, Hassan, & Khalil, 2002; Kamal, 2005).

Pakistan has adopted a code of conduct for gender justice in the workplaces that will deal with the alarming issue of sexual harassment. The Alliance against Sexual Harassment at Workplaces (AASHA; 2010) announced they would be working with the collaboration of inquiry committee to take inquiries and actions against sexual harassment at workplaces. AASHA was formed in 2001, but it was passed by the senate in early 2010 and has become the Act of Law. The purpose of this bill is to protect women from harassment and provide them safety because this bill did not allow any type of gender discrimination, sexual nature atmosphere in workplaces and promotions on the basis of sexual type actions. AASHA works in collaboration with senior officials, Government, Labor unions, civil society and organizations. Like other countries working women in Pakistan also facing this issue so more and more researches are done to find out the nature of sexual harassment, proper efforts, rules, regulations and laws to protect women from sexual harassment are needed to solve out this problem.

Researchers showed that it is not compulsory that female workers always experience sexual harassment by any authoritative personality or some group of authoritative persons. In most of cases women face some sexual nature behaviors by their co-workers and faculty members (Rotundo, Nguyen, & Sackett, 2001). According to European Commission report (1998), the rate of sexual harassment in men is very low while the rate of sexual harassment experiences is very high in comparison to men. Almost 30 -50% women workers experience sexual harassment in form of verbal, physical and psychological harassment. If comparison is made between quid- pro harassment and sever type of harassment like sexual assault or rape ,the rate of quid- pro harassment is high while the rate of rape is rare. The percentage of quid pro sexual harassment experiences is 10-20% while the percentage of rape or assault is only 1-6%. Gutek (1985) clarified that atmosphere and culture of workplace plays an important role in sexual harassment. Workplaces which have less strict atmosphere and highly sexualized atmosphere ,where no one is restricted to show sexual nature behavior and actions, there the experiences of sexual harassment will be more frequent high and severe. Haavio-Mannila, Toropainen and Kandolin (1988) found that the workplaces which have no rules and regulations are more prone for sexual harassment experiences. If staff members have not to ask for permission or approval from authority to show any sexual nature actions there sexual harassment will be more common and easily occurring phenomenon.
Some other consequences of the experience of sexual harassment which affect victim’s lives are high level of aggressiveness, low level of self-esteem, negative perception about self, more shy attitude, impulsivity in behavior, introvert personality and some other changes in psychological states of mind (Einersen & Rakenes, 1991).

**Objectives**

1. To determine the nature of the sexual harassment at workplaces in women.
2. To identify the characteristic features of organizations and workplace situations where sexual harassment occurs.
3. To analyze the relationship of different demographic variables with working women experiences of sexual harassment at workplace.
4. To find out the impact of sexual harassment on the harassed women worker.
5. To find out the predictors of sexual harassment at workplace in women.

**Hypotheses**

1. Higher the organization will be organized and have strict rules and regulations, lesser the chances of sexual harassment at workplace in women.
2. Psychosocial factors (depression, stress, anxiety, low self-esteem and demographics) will be the predictors of sexual harassment at workplace in women.

**METHOD**

**Sample**

The sample was consisted of 300 working women. Four specific areas were selected from Lahore for data collection, which were Banks, Hospitals, Factories and Departmental stores. Three banks (MCB Bank Limited, Allied Bank of Pakistan, and Bank of Pakistan), three Hospitals (Jinnah Hospital, Services Hospital and Shalimar Hospital), three Factories (Venus pharma, Star Laborites Limited, and High noon Laborites Limited) and three Departmental stores (Metro cash and carry, Hyper star, and Decent departmental store) were selected from four areas. From each workplace, 25 subjects were selected as participants. Non probability purposive sampling technique was used in order to collect the sample. The reason to choose non purposive sampling technique was as follows: Firstly, it was not possible to approach each working women in Lahore. Secondly, every working woman did not have sufficient time to respond different questionnaires. Thirdly, every working woman was not willing to cooperate and to provide information about sexual harassment. Data was collected from working women who were willing to participate and available at workplaces. Governmental, semi-governmental, and private workplaces were selected for data collection. Age range of participants was from 18 to 55.

**Inclusion criteria.** According to the nature and purpose of the study, 300 working women (75 from each specific broad area) were taken, who fulfilled the inclusion criteria. The present study included professional women. Only literate women were targeted. Working women
of each economical class were included. Only those working women, who were having age from 18 to 55, were selected as sample.

**Exclusion criteria.** Working women who were illiterate were not selected because they did not have sufficient awareness about sexual harassment and so many other factors also get indulge in sexual harassment issue for those women. Non-professional was also excluded. Women below age of 18 were not taken as sample because most of women forward towards career after completing basic education and have good awareness about sexual harassment behaviors. Women above 55 years of age were also not selected as sample because they are near to retirement age and get more respect and honor from social members.

**Sampling Procedure**

Data collection was started after the approval of study by the board of studies. Governmental, semi-governmental and private workplaces were selected. Sample of 25 was taken from each workplace. Women who were fulfilling the inclusion criteria were selected for data collection. At first, they were explained the purpose of the study and were requested to participate and to cooperate. All participants were insured that their provided information is secured or confidential. Data was collected after their willingness to participate.

**Measures**

Following variables and measures are covered and discourse in this study:

**Sexual Harassment Experience Questionnaire (Kamal & Tariq, 1998).** Sexual harassment was measured by Sexual Harassment Experience Questionnaire (SHEQ). SHEQ proved a useful tool to understand the experiences of sexual harassment which is faced by women worker’s at workplace in Pakistan.

**Depression Anxiety Stress Scale (Lovibond & Lovibond, 1995).** Depression, anxiety and stress were measured by using Depression Anxiety Stress Scale (DASS). DASS is available into two versions. One consists of 42 items while other consists of 21 items. It is designed to measure three negative states which are depression, anxiety and stress.

**Rosenberg Self Esteem Scale (Rosenberg, 1965).** Self-esteem was measured by Rosenberg Self Esteem Scale. The Rosenberg self-esteem scale is best measure which is used globally to measure self-esteem level. It consists of 10 items and based on likert scale. Respondents answer on four point scale from four options. Options are directed from strongly agrees to strongly disagree. Maximum score is 30, which represent high level of self-esteem. Scores less than 15 represents low self-esteem. (Rosenberg, 1965)

**Organizational Cooperation and Rules Scale (Qayyum & Muazzam, 2012).** Organizational cooperation and rules scale consists of 35 items which are used to access information about organizational system, environment of organization, number of male colleagues or male staff, frequency of male visitors, job status, power system in organization and reason of doing job. Self-structured questionnaire is five point rating scale. Mean of
organizational cooperation and rules scale was 71.37 and standard deviation was 11.97, hence scores less than 71 shows less organized system.

**Structured Interview Schedule**

Structured interview was based on demographic variables like age, education, marital status, years of job, place/organization, grade, and type of profession. It was used to assess demographic information. Relevant information to study was also asked.

**Research Design**

In order to conduct the present research, quasi research design was used because sexual harassment at workplace in women already exists.

**Procedure**

Three hundred participants were studied about the nature of study. Firstly, informed consent was taken from the participants and confidentiality was ensured. Data was collected by using Sexual Harassment Experience Questionnaire (SHEQ), Depression Anxiety Stress Scale (DASS), Rosenberg Self Esteem Scale (RSES), Organizational Cooperation and Rules (OCRS), structured interview schedule and demographic sheet. Three selected places from each of four specific fields were visited for the administration of the set of questionnaire. Participants were assured that all provided information will be confidential and will be used just for educational purposes in future. At the end, all participants were regarded with words of thanks for their cooperation and participation.

**RESULTS**

In the present study, data was analyzed in two phases:

**Phase 1: Characteristics of Participants.** Three hundred working women were taken as sample for data collection. Demographic information and descriptive statistics of the sample are indicated in Table 1.

<table>
<thead>
<tr>
<th>Variables</th>
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<td>18</td>
<td>14</td>
<td>4.7</td>
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</table>
**Hypothesis 1.** Higher the organization will have strict rules and regulations, lesser the chances of sexual harassment at workplaces in women.

Bivariate correlation was used to test the hypothesis. Results indicate that there is negative correlation between organizational system and sexual harassment. It showed that organizations with less strict rules and regulations are more vulnerable for sexual harassment experiences while organization with strict rules regulations and rules are less prone to sexual harassment experiences for women at workplaces. Hence, the hypothesis is proved as $r = -.32, p < .01$.  

<table>
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<tr>
<td>19</td>
<td>11</td>
<td>3.7</td>
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</table>

**Job duration in months**

<table>
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<tr>
<th></th>
<th>$M$</th>
<th>$SD$</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>22.66</td>
<td>22.31</td>
</tr>
</tbody>
</table>

**Grade**: 13 - 15.70, 1.51

**Job duration in months**: 22.66, 22.31
Hypothesis 2. Psychosocial factors (depression, anxiety, stress, low self-esteem and demographics) will be the predictors of sexual harassment at workplace in women.

Linear regression analysis was employed to identify the psychosocial predictors of sexual harassment at workplaces. The available evidence suggests that multiple psychosocial factors like depression, stress, anxiety, self-esteem and demographics are predictors of sexual harassment. It has found out that how age, education, marital status, profession, organization, grade system and job duration contributes in the experiences of sexual harassment. It also helped to explore the interconnection among anxiety, depression, stress, self-esteem and sexual harassment. Sexual harassment experience questionnaire was entered in dependent variable while demographics, DASS, OCSR and RSEQ were added in independent variables. The significance of the model was indicated by the results \( F=20.260, \ p< 0.01 \). Beta coefficient generated results for age \( \beta =-0.204, \ p< 0.01 \), profession \( \beta =-0.207, \ p < 0.01 \), organization \( \beta =0.177, \ p<0.05 \), depression, stress, anxiety \( \beta =0.244, \ P <.01 \), self-esteem \( \beta = -0.237, \ p<0.01 \) and organizational cooperation and rules \( \beta =-0.244, \ p<0.01 \). While, education, marital status, grade system and job duration are not significant predictors of sexual harassment experiences for women at workplaces. Hence, the results supported the hypothesis that psychosocial factors (depression, anxiety, stress, low self-esteem and demographics) are the predictors of sexual harassment at workplace in women.

Further detail regarding linear regression analysis is presented in Table 2.

<table>
<thead>
<tr>
<th>Predictors</th>
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<th>Std. Error</th>
<th>B</th>
<th>( R^2 )</th>
<th>( \Delta R^2 )</th>
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<td>-0.20*</td>
<td>.41</td>
<td>.41*</td>
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<tr>
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<td>0.00</td>
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<td>2.03</td>
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<tr>
<td>Name of organization</td>
<td>0.94</td>
<td>0.37</td>
<td>0.17**</td>
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<tr>
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<td>0.82</td>
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<tr>
<td>Job duration</td>
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<td>0.04</td>
<td>0.01</td>
<td></td>
<td></td>
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<tr>
<td>Depression, stress, and anxiety</td>
<td>0.34</td>
<td>0.08</td>
<td>0.24*</td>
<td></td>
<td></td>
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<tr>
<td>Self esteem</td>
<td>-0.84</td>
<td>0.22</td>
<td>-0.23*</td>
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<td>Organizational cooperation and rules</td>
<td>-0.37</td>
<td>0.74</td>
<td>-0.24*</td>
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</table>

Note: \( \beta =\) beta coefficient. \( *p< .01, **p< .05 \)

DISCUSSION

Present study is the step taken studying the complex nature of phenomenon of sexual harassment. Sexual harassment is no more unspoken problem. This study provides a direction to women workers to spend better fearless life with healthy mind, to save their jobs and to improve their lifestyles. The findings of current research revealed the prevalence of sexual harassment at workplaces in Lahore. During the study of the sexual harassment, it was observed that this issue is getting worse day by day and there are so many reasons behind this. Firstly, proper education
and awareness is not given to the workers about sexual harassment that how they can fight against sexual nature acts and how they can take steps against the harasser. Secondly, the environment and atmosphere of workplaces are not well organized. It has been observed that organizations are not practicing any code of ethics even if exists, there are no safety and security rights for the women as well as for men. Because of these all working women do not find any direction to overcome the issue of sexual harassment. The rate of sexual harassment incidences is increasing day by day. Due to absence of any practicing law the harasser is getting chance to commit any type of sexual act in form of verbal, psychological and physical harassment.

Studies have been conducted in the western countries regarding the nature of sexual harassment and its impact on human’s life. However, in Pakistan only one research was presented which addresses coping strategies of sexual harassment employed by working women (Kamal & Tariq, 1997). Existing research literature showed that frequency of sexual harassment incidence against working women is high in comparison to men workers (European Commission report, 1998).

Present study mainly explored different psychosocial factors which contribute in sexual harassment. Those psychosocial factors have strong association and bonding with sexual harassment. Significant predictors are age, organization, depression, stress, anxiety, self-esteem, and organizational cooperation and rules. While according to current research, education, marital status, grade system, and job duration are not significant predictors of sexual harassment. Evidence suggested that age is powerful agent in sexual harassment. Sexual type acts and actions are committed for around teen age group and chances of harassment decreases with increased age. (Fain & Anderton, 1987). While, another study by Aware (2008) presented that highest percentage of harassed women worker is from age 21-25 years and workers in 26-30 years of age are at less risk. These research findings are consistent with authors observation that in society like Pakistan respect is granted to elderly women and better social support can be available to them in most of the cases, whereas the young women faces more such problems due to general conservative approach of men.

The importance of organization structure cannot be denied when we talk about women employees safety and security during work. The very new finding of current research is that organizational system, its rules, and laws have strong relationship with incidence rate of sexual harassment. Current Research findings revealed that higher the workplace have strict and organized environment lesser the chances of sexual harassment at workplace among women. It was observed that organizations which have following characteristics are less prone to face sexual harassment incidences:

- Where number of male and female staff are equal.
- Where environment is less liberal.
- Where workplace have more strict rules, regulation and laws.
- Where there is no concept of male superiority or male dominance.
- Where there is more cooperation and interest in work instead of other extra activities.

This finding is also supported by the available literature indicating that environment of organizations also does matter in sexual harassment incidence. (O’Hare & O ‘Donohue, in
press). Professional environment proves as external inhibitors. Women who work in the workplaces having unprofessional environment experience more sexual harassment than women who works at workplaces with professional environment. Unprofessional environment includes all extra activities which are not considered as part of job. Besides this, in those workplaces use of dirty language, alcohol and drugs is very common. There, employees are also allowed to express inappropriate expressions and emotions (O’Hare & O ‘Donohue, in press). It was also observed that women workers who work at night shift experience more sexual harassment during work. Besides this, women worker who are employee of low status organizations like some low standard factories etc. are more prone to experience sexual harassment.

So, the findings of current research are supported by literature review. But more studies should be conducted in Pakistan to know about different perspectives of sexual harassment. Though most of the working women face multiple problems but sexual harassment is above all, however we cannot say that every woman who came out of her house to earn bread and better or to enhance her professional skills, faces these issues. There are men who respect women as the respect given to them by the culture and religion. The important point is to educate both men and women about their rights as well as their duties. Respecting the both gender is the only way to create harmony in the society and to create a stable society.

Conclusion

Current research was carried out to identify the nature of sexual harassment, characteristic features of organization and workplaces where sexual harassment occurs. This study also revealed that organizational system plays an important role in controlling or minimizing the rate of sexual harassment. Working women of organizations which have strict rules, regulations and organized system may experience less number of sexual harassment incidents. At the end, it was concluded with the identification of significant predictors which were age, profession, organization, depression, stress, anxiety, self-esteem and organizational cooperation and rules. It showed that these psychosocial factors have strong relationship with sexual harassment.

REFERENCES


Systematic Analysis of Organization as Psycho-Sociotechnical System

Mahdi Soodavari and Abulghasem Nouri
Department of Psychology, Isfahan University, Iran

Organizations have a vital role in everyday life of all people in nowadays life, and these new organizations become more complex day by day, therefore studying these organizations with traditional ways are impossible so new ways would be needed. In this paper organization is considered as a psycho-sociotechnical system, and is tried to show complexity of an organization and to shed light on the interdependency and even aversive effects of decisions in organizations. Each organization makes up of two sectors: psycho-social and technical sector, these two have interdependency therefore a change in one of them causes changes in the other one, so understanding these relations are so important particularly for managers and I/O specialists. This paper looks at organization in some different ways. It adopts systematic perspective to analyze the relations of before said sectors with cybernetic cycles to make the dynamic of organization understood better. The results of this paper could been used by managers and I/O specialists for making better decisions to increase productivity and other important variables, such as motivation, performance, synergy. In addition of more satisfied human resources.

Keywords: Organization, psycho-sociotechnical system, cybernetic cycle, organization dynamic, system analyze, managers.

Organizations have a vital role in everyday life of all people in everywhere now. As a matter of fact, each person spends most portion of his/her time in organizations or deals with organizations. A child, since has been born up to the time s/he dies, has a great dependency on different kinds of organizations (Mitchell, 1978).

Organizations have experienced phenomena and tried to explain the dynamics with the aim of increasing productivity and workers' motivation. Various theories and ideologies have tried to find a solid answer for the firm’s problems. The first of these theories was proposed by Fredrick Taylor in the first decade of the 20th century. His theory, “the scientific management”, claimed that there is "a best way" to do tasks and this the best would be obtained by time and motion studies (Taylor, 1911). Actually his efforts increased productivity but were problematic in human affairs. After Taylor (1911), humanists tried to find an end-dead solution for organizations by considering the employees' importance; they supposed that if an organization has happy and satisfied workers, it would work properly. Therefore did their best to improve working conditions and satisfied the internal needs of employees. These actions made the organizations better places for work and live but production and productivity- that are the main aims of organizations- little by little had forgotten (Riggio, 2008). There for, according to the present researchers, it seems that some other methods are needed to analyze the organizations, properly.
After these successes and failures to solve organization's problems, socio-technical approach came to account. This new way of thinking tried to reach joint optimization of both technical and social sub-systems of organizations (Molleman & Broekhuis, 2001). In dialectic approach, the scientific management theory was a thesis and human relation movement was an anti-thesis and the socio-technical approach is a synthesis of these two. In the machine age, a great deal of effort went into the development of effective methods of problem solving but little thought was given to planning. In the Systems Age, more attention is being given to development of effective methods of planning (Ackoff, 1997). This paper has tried to shed light on the complexity of these two sectors of organizations and their relations. For this purpose, a systematic approach was used to determine why some times an apparently correct decision has unwanted and adverse consequences. To analyze organization with socio-technical approach, cybernetic cycles were hired to clarify these complex relationships between psycho-social and technical sub-system of supposed organization to simplify planning efforts. The interdependence of the social and technical systems of organizations was one of the core insights of the socio-technical systems tradition associated with the Tavistock School (Trist and Murray, 1990, 1993; Trist, Emery & Murray, 1997). Though this basic insight is now routinely accepted in organization and management theory (Kaghan & Bowker 2001).

Recently, the socio-technical approach has been used for so many different issues in organization and management studies. For example, Matthews (1997) argues that the Socio-technical tradition would benefit by incorporating new “rationalist/functionalist” approaches associated with institutional and evolutionary economics and “neo-rational choice”. Molina (1999) used socio-technical concept to discuss about innovation and technology development. Doolin (1999) hired socio-technical notion to illustrate the mutuality of technology and organization in a new hospital. Woo and Vicente (2003) used this framework for risk management in health care system and problems that might occur because of complex interactions between all levels of a complex socio-technical system. Grammig (2003) spoke about process research to assess and monitor the implementation of development projects in natural resource management and agriculture and ascribed that process research should reflect socio-technical relations. Reiman and Oedewald (2007) studied organizational assessment in complex socio-technical system, and in this line Geels and Schot (2007) worked on system changes and transitions considering socio-technical systems dependency. In another field, Steward, Tsoi & Coles (2008) did a research on nanoparticle innovation and recycling by socio-technical concept as one considerable matter. One of the latest papers that published in socio-technical system field is Peuto et al. (2010) that investigated the human, social and organization issues surrounding a computerized physician order entry system for laboratory ordering, and system implementation (Peuto, Aarts, Bakker, & Jaspers, 2010).

A powerful framework within which to explore role of feedback loops in dynamic systems is cybernetics. The term cybernetics comes from the Greek for steering a ship, reflecting a self-correcting system that maintains a goal– in the case of the ship, a heading – by taking compensatory actions to offset the effects of disturbances, such as countervailing winds or tides (Pellis & Bell, 2011). Wiener and his colleagues (1961) were the first to recognize that the logic behind self-regulating machines could apply equally well to the overt behavior of living things (Wiener, 1961). Powers (1973) built on this by proposing an explicitly cybernetic theory specifically designed to explain behavioral and psychological phenomena. We will illustrate this
principle in behavioral contexts below. Note that, in this model, perception and behavior are linked together in a circular causal network, and so the model is applicable to the view of behavior arising from a dynamic system of interacting components. The most critical issue for the analysis is identifying what the regulated or controlled perception may be. Once that is identified, the variation in the behavior can be analyzed to determine if it occurs in the service of maintaining that perceptual constancy (Cziko, 2000).

Organization Systematic Analysis

In this paper, the main goal is to analyze organization with socio-technical assumption in a systematic way, and try to clarify the relations of the main variables and the most important outcomes of a supposed organization. In particular, authors endeavored to find and display the relationship of Performance (a technical variable and the most important outcome of organization), job satisfaction (psycho-social parameter), productivity (technical and social variable and outcome) and motivation (again a psycho-social parameter). To understand the relationships completely some other variables are also discussed. Each organization can continue its existence based on its performance. In nonprofit organizations, performance means reaching goals of the firm and in profit based ones, performance defines as the amount of products and services made and sold in a given period of time, and it's clear that performance increase would swell profit; actually with supply chain management and economic considerations. There for, improving performance is the primary goal of each organization.

Performance is made of two important factors: ability and motivation. If a company has very motivated workers without suitable abilities, it couldn't get to its defined goals and vice versa (Mitchell 1978). Therefore, most researchers define the relation of these two factors with multiply sign: ability X motivation = performance.

According to this definition, both these factors should be at an acceptable level to enhance desirable performance. Scarcity of one of them couldn't compensate with the other one. Ability defined by competency and considered as solid factor that company couldn't change or interference it in so many aspects, just training could be done for limited affairs, as far as training is an expensive intervention, so organizations try to find and hire workers with specific abilities to reduce training costs, but omitting training from company agenda seems isn't a productive decision and companies that do that, would find out the negative effects of this decision soon or late (Dipboye, 1997).

Motivation is a force that serves three functions: It energizes, or cause people to act; it directs behavior toward the attainment of specific goal; and it sustains the effort expended in reaching those goals (Steers & Porter 1991). Now with this insight that performance is made up of above said variables, and this assumption that performance is the primary goal of work organization, go through the systematic analyzing of organization to find out the hidden side of familiar concept of organization. For this aim as said before cybernetic cycles are frequently used.
Cycle One

When hearing about performance usually concept of job satisfaction cross to the mind. Actually Job satisfaction consists of feelings and attitudes one has about one's job. All aspects of particular job, good or bad, positive or negative, are likely to contribute to the development of feelings of satisfaction or dissatisfaction (Riggio, 2008).

Relation between these two variables was the subject of so many researches and of course theories. Some early works on this issue suggests that job satisfaction would increase the performance (Judge, Thoreson, Bono & Patton, 2001) but later studies couldn't find any evidence for this causal relationship, Judge et al. (2001) in a meta-analysis of the subject suggests that there is indeed a moderate correlation between job satisfaction and job performance, some works find out that this correlation has an adverse casualty, that means good job performance causes job satisfaction (Porter & Lawler, 1968).

![performance](job satisfaction)

Now we assume that performance increase caused job satisfaction grow up, after that because of exceeded job satisfaction, workers-that enjoy they work would appear more continuously in the work place. It means less absenteeism and turnover (Scott & Taylor, 1985; Ostroff, 1993) a point that should be considers here is the difference between voluntary and involuntary absenteeism. Voluntary absenteeism is kind of absent that has not have any legitimate excuse, for example when a worker doesn't go to work and pretend ill to have one more day off. In contrast involuntary absenteeism has an acceptable reason and happened out of control of the worker, e.g.: illness, children problems and so on. Because involuntary absenteeism is inevitable, the organization must be prepared to accept a certain amount of such absences. It's clear that distinguishing between these two kind of absences isn't easy job (Dalton & Mesch, 1991), and of course voluntary absence influences by job satisfaction only (Sagie, 1998).

![job satisfaction](continuous attendance at job)

It's apparent that when turnover and absenteeism reduced, productivity would be augmented. Because unwanted delays and production line's stops due to lack of human force would be omitted. productivity defines as output divided on input so when input diminished-work force salary and wage that paid in absented days- both output and absolutely productivity would be increased.

![continuous attendance at job](productivity)

On the other hand, It's obvious that with growing productivity and declining costs, income would be growing up.

![productivity](income)
When company's income grows and costs reduced, company could pay more rewards to their employees, and makes the reward system more fair and effort based. Based on motivation theories, reward both financial and internal rewards such as respect, promotion, etc. are a core motivation maker. One of the first theories that spoke about the money and rewards role in motivation was Maslow’s hierarchy of needs (1965, 1970). After Maslow, other theories also try to define motivation and motivators. Regulating theory that derived from environmentalist’s ideas declares that behavior is motivated by its consequences; of course reward is a positive regulating (Riggio, 2008).

It's imaginable that when workers receive a fair reward for their efforts and work force they spend to produce products and make services, they would have higher motivation for work and vice versa.

\[
\text{income} \quad + \quad \text{fair reward} \quad + \quad \text{motivation}
\]

It's notable that there are some prepositions for perceiving a reward fair and for effect that reward has on motivation. A acceptable performance appraisal system would be necessary to determine the efforts level for allocation of rewards among individuals, under wise employees wouldn't understand how the rewards assigned to activities they've done in a given period of time. Another important factor for make the workers understood that they've received a fair reward is feedback. Without feedback no one could accepts his or her failures that causes less salary and wage in compare of others. In giving feedback for individual’s performance, cultural issues should be considered. For example American workers prefer single workers evaluation (Fletcher & Perry, 2001). In contrast Japanese and Russian may prefer receiving performance feedback at group, rather than individual level (Elenkov, 1998; Erez, 1994) as matter of fact they are cultural norms regarding how direct and blunt feedbacks could be given. (Fletcher & Perry, 2001) for providing a valid feedback a performance appraisal system is required.

\[
\text{acceptable performance appraisal} \quad + \quad \text{fair reward} \quad + \quad \text{feedback}
\]

As said above increases in rewards would have same way effect on motivation. Relation between motivation and performance discussed in previous part. So cycle one completed and closed. Some motivation theories make a distinction between extrinsic and intrinsic motivation. Extrinsic motivation generally affected by motivators as money and promotion but intrinsic motivation refers to internal values and motivators as recognition and self-accomplishment. One of the most important theory of intrinsic motivation is goal setting theory (Locke, 1968; Locke & Latham, 1984, 1990a). According to this theory setting goals and challenge for reaching them produce motivation, in this way feedback of advances are so important for re-setting goals and refining time tables, there for giving appropriate feedback could enhance motivation in people that motivated by challenge and intrinsic motivators, due to this theory feedback could increase motivation in a direct way, of course these feedbacks are performance appraisal based.

A need theory of motivation is McClelland's Achievement theory that expresses people would motivated based on their special pattern of needs. He declared that each individual has three basic needs: Need for Achievement, Need for Power and Need for affiliation (McClelland,
1961, 1975). According to his theory each person has all these needs but one of them is the main motive for him or her. So by diagnoses this specific pattern, managers could motivate their workers by fulfilling the unique needs of them. Actually people with higher achievement need has more motivation to perform in advance, so usually higher need for achievement results in higher performance.

Cycle 2

Consist with increase in job satisfaction that derived from different items such as satisfaction with work place situation, relations with others, job itself and so on, workers' participation would sprout. (Wu, 2009) Employees' participation is a kind of participative process that aimed encouraging workers to take a bigger part in organization's successes (Rabins, 2006).

\[
\text{job satisfaction} \rightarrow + \text{participation}
\]

There is no doubt that participated workers that accept a bigger part in organizational goals, have more incentives to take part in empowerment programs (Chiang & Hsieh, 2012). Empowerment means to train workers for new and essential abilities. These needs might be occurred by new technology that organization hired, or because of promotions and job changes. Even though these training needs' roots come from what stream, training could develop the ability of doing tasks; and as described above ability is one of core aspects of performance, there for developing workers' ability results better performance.

\[
\text{empowerment} \rightarrow + \text{performance}
\]

In this way the second cycle (R2) ends, and as appear it's a regulating cycle.

Cycle 3

In cycle R1 has said that continuous attendance at job would affect performance in positive way, but a consideration should be paid attention at. This consideration is that organizations are socio-technical systems; it means that a certain action could result in different ways so other possibilities should be considered.

One of these other possibilities are faced here in effect of continuous attendance at job. An important aspects of all organizations are groups, both official groups that established by organization itself and unofficial groups that form without organization treatments and with more presented workers organizations would have better cohesive teams and groups. (Spector, 2006) In the first look this cohesiveness perceived as a positive factor, although it could be positive in some cases but it has a kind of negative effect that would be described here.

In more cohesive groups, conformity will be occurred. Conformity defines as changes in one's behavior due to other's real or imaginary influence (Aronson, 2003). This conformity could have negative results for performance. Based on studies, that started by Howthorne studies in 1939, conformity causes pressure to do in certain ways. If this certain ways be reducing the
productivity, it would be happened (Beal, Cohen, Burke & McLendon, 2003). So conformity with unofficial groups might be a result of continuous attendance at job and in other hand conformity could reduce productivity.

\[
\text{conformity with unofficial group} \quad \rightarrow \quad - \text{productivity}
\]

Need for reducing productivity might occurred by different reasons such as: strikes, for save the piece rate and so on. An important issue here is that conformity happen with a delay. It's not an immediate effect because it takes time to make cohesiveness in groups and then this might be bring conformity, so a kind of delay would be expected.

**Cycles 4 and 5**

In cycle B3 a kind of decrease in productivity due to conformity happened, if a company faces this situation should find a solution for it. One way to increase productivity is team building. Team building refers to any of a number of activities designed to enhance the many different aspects of the functioning of work groups or teams (Spector, 2006). This point of view assumes that team performance would be better under the condition that members could communicate and interact with each other effectively (Buller, 1986). Here a consideration point is the differences between team and group, actually this conceptual differences could cause productivity improvement after team building process. Group is a collection of two or more people who interact with one another and share some interrelated task goals (Spector, 2006). But team is a group with three specific properties; first, the actions of team members have to be interdependent and coordinated. Second, members' roles have to be clear and distinguished. Third, objective of team members must be the same and common (West, Borrill, & Unsworth, 1998).

Team building with a delay could effects job satisfaction and as discussed in first cycle, sprout in job satisfaction would increase productivity with mediation of continuous attendance at job. This process takes place when productivity and performance had declined, because of high expenses that this action needs. In this way we could say that relation between productivity and team building is negative and managers accepts this costs when the productivity had declined. As mentioned in pervious part continuous attendance at job would increase conformity, and conformity decreases productivity, so here two different ways could be imagined. The first way is B4 and the second one is R5 that is a regulating cycle, the way that would be passed is depends on which degree group cohesiveness could be enhanced and in which degree groups turned to teams.

**Cycles 6 and 7**

Team building has another result. This result is making synergy. Synergy means the extra energy, power, success, etc. that is achieved by two or more people or companies working together, instead of on their own (Oxford Advanced Learner's dictionary, 2007). This phenomena is happened for working teams too, so it's clear that making synergy would affect performance in a positive way.

\[
\text{synergy} \quad \rightarrow \quad + \text{performance}
\]
Increasing performance could increase productivity in a similar way as cycle R1 that described before. These ways differs in result of continuous attendance at job. In first way continuous attendance at job would increase productivity, so this cycle is a balancing one. At second way continuous attendance at job decreases productivity with the mediation of conformity, there for this is a regulating cycle. Again like cycles B4 and R5 the way that the process would take is depends on group cohesiveness and team functioning. This delay is one of the reasons that managers couldn't understand the relations and effects easily, there for wrong decisions are expected.

Cycles 8, 9, 10 and 11

All these actions that discussed have one result and it's increasing productivity and performance, In addition, as said in cycle R1, productivity improvement would increase the organization's income. When organization has more money, one thing that usually shows its priority is training.

\[
\text{income} \quad + \quad \text{training}
\]

It is clear that one way of empowerment is training, so with having better and more efficient training organization has better and empowered workers. Similar with cycle R2 increasing in empowerment would result in better performance. In cycle R1 showed that better performance enhance more job satisfaction and this would end with more income respectively. Figure 2-6-1 shows cycles R8 and B9. B9 is made of the side effect of continuous attendance at job in the way that was said in previous parts.

Another result of training is on job satisfaction directly. This effect is more likely to be seen, due to that this result is not depended on the outcome of training, in contrast to above said effects of training on empowerment. This effect could be explained in light of Minnesota Satisfaction Questionnaire dimensions. In this job satisfaction inquiry important aspect of job satisfaction is mentioned. Advancement, achievement, ability utilization and recognition are some dimensions that have capacity that affected by training, in other words, training would affect these dimensions and so job satisfaction would increase in individuals (Dawis, England, Lofquist, & Weiss, 1966). As matter of fact, each variation in job satisfaction could influence workers' participation as described in R2 cycle.

\[
\text{training} \quad + \quad \text{job satisfaction}
\]

Here we reach in to another two cycles, R10 that is a regulating cycle and B11 that is a balancing one. B11 is made of different kinds of relation that continuous attendance at job has with productivity, as mentioned above.

Cycles 12, 13, 14 and 15

Now turn the attention to other part of cycle1, What's the effect of organization's income change? One of the most important consequences of increasing organization's income is a managerial force to increasing production. Consistent with improving productivity and income,
managers usually put an unwritten force for speeding up the line and use the maximum level of workers' power to produce more and more. This more production means higher job demand, due to same resources but more production. This higher expectation for production that occurs with a delay would result in higher demand. Based on Demand-control model (Karasek, 1979) higher demand would end up in higher stress. Actually the most of work stress models say that if job demand increases without any changes in other aspects of environment would result in higher stress (French, Caplan, & Harrison, 1982; Lazarus, 1991; Lazarus & Folkman, 1984). A point that is important here that derived from Lazarus ideas is that, stress is the result of workers' perception about the environment. It means that the same situation might be stressful for an individual but challenging, for example, for the other one. Lazarus (1991) said that there are a great personal differences in stress perception. But he and his colleagues agree that for the most of the people, higher job demand would end in higher work stress.

As it's imaginable, stress has negative effects both on workers' health and performance. Psychological problems include burnout, lower self-esteem, and negative self-evaluation and so on (Cordes & Dougherty, 1993). Of course these physical and psychological symptoms would cost the organizations billions of dollars (Hart & Cooper, 2001; Hatfield, 1990). Based on above said problems and workers' ability limits, higher stress would end up in lower performance. As researchers found and reported effect of stress on performance follows an inverted U trend (Cohen, 1980). It means that in very low work stress, performance would decline. Low stress shows that workers are not motivated enough to perform a good performance (Beehr, 1985). On the other hand, higher stress than optimum would result in low performance too.

In this way, cycle B12 is a balancing cycle and cycle R13 that passes from conformity is a regulating one. R13 is made out of workers' reaction to this higher expectation for more production. They could react to this change as a unit. So they try to slow down the line and not working up to their ability level. In this regard cycle R13 is a regulating one. It's a coping way to increasing demand and stress. Another result of high stress that is very well documented is increasing turnover and absenteeism. Actually workers try to escape this stressful environment, to relax for somehow. It means a huge decline in workers' attendance at work (Cavanaugh, Boswell, Roehling, & Boudreau, 2000; Dwyer & Ganster, 1991; Mayes & Ganster, 1988). Not attending at job is an usual coping strategy, especially for workers that haven't enough power to face this issue directly. On the other hand, sometimes stress indirectly increases absenteeism. As mentioned above, stress has a drift full effect on physical and psychological health, so some illnesses are inevitable. In this situation even involuntary absenteeism would also increase (Leiter, Maslach, & Schaufeli, 2001).

It's clear that B14 is a balancing cycle but R15 that passes conformity is a regulating one. Due to decline of attendance at work, group cohesiveness would damage and showing reaction as a group would be harder. In this way workers have to follow managerial instructions. As Mayes and Ganster (1988) said, these two cycles are based on two different response to stress, fight or flight answer to stress.
DISCUSSION

In this analysis, we analyzed around twenty variables, within fifteen cycles context. As said before an organization makes up of some sub-systems with complex interdependency and dynamics. Here two main sub-systems were analyzed. Psycho-Social sub-system and Technical system, and relations between seemingly separate and distinct variables were explored. The core aim of this analysis was to make the dynamics of organization understood easier for managers and executives, or even industrial/organizational psychologists.

In previous part, fifteen cycles were discussed. As it's obvious, these cycles share some variables with each other. This picture shows that dynamics in organizations are more complex than appears. Here, a question remains to be answer, why some looking correct decisions end up in a complete disaster? In world today, changes happen too fast to adapt to, for so many companies, even Fortune 500 companies. So understanding the changing environment and the its effects, on organization's systems and internal relationship between these systems, even the hidden ones, are the key of survival. All qualified and experienced managers know that each decision and action is fatal for their career and their organization existence. As a result, they would do their best to take correct decisions, but doing that needs good information and appropriate tools. Such analyses, like this one, provide this information and tool for decisions makers.

As mentioned before, this paper explored the relations between around twenty variables from different sub-systems in a proposed organization. These variables include: Productivity, Production, Job demand, Motivation, Reward, Organization income, Attendance- that made up of two variables, turnover and absenteeism- Conformity, Training, Job satisfaction, Feedback, Performance appraisal, Need for achievement, Empowerment, Participation, Stress, Synergy and so on. These variables belong to different systems, for example: Production, Productivity and Organization's income are technical ones; conformity, job satisfaction and stress are psychological factors, and at last, Participation, attendance and synergy are social determinants. Generally, these factors are considered separately and analyzed even from contrasting point of views. Engineers, psychologists and managers pay attention to just one of these dependent systems. Most industrial catastrophes are caused by these different and even opposite frameworks and failure of effective integration of them. One of the most famous and heart breaking accidents was Challenger's explosion some seconds after launching from Cape Canaveral, Florida. This accident is famous for unsuccessful relations and ineffective communications between different sub-systems of the project. Analyses such as this one, tries to cover this gap, and provide, a start point for understanding organizational dynamics. Here these dynamics were explained by means of cybernetic cycles, which would make understanding much easier. Actually, systematic analyses, like the present study, are the blue map of survival. Productivity is the main focus of managers. Here the duty of managers is to choose the best one, due to their organization's unique strengths and constraints. This systematic analysis could show different effects of a decision. In other words, with using results of this study a kind of simulation could be conducted before testing the action in the real world. This simulation could prevent managers from trial and error, because some actions may have serious consequences.
It's easy to take this point that psychological issues play vital roles in organizations—something that most managers have ignored. Another point is that these psychological variables and workers' psychological perceptions smoothly affect the important outcomes, so detection of these effects could be a hard job to do. Social system could play a kind of double role in organization. Attendance at work and having good relationship with peers could help organizational intervention to reach their goals or either prevents them to be effective. Participation also has such role similar to attendance at work. Other social variables even could be entered this analysis. As a matter of fact, it's one of the limitations of this study that could not admit all possible variables, because of space limitation and of course huge amount of influential factors which is impossible to explore all of them.

It's coherent, the factors that were discussed could not be separated from each other. It means that if we want to disengage the psychological variables, social ones and technical ones, no complete cycle would be made and all above cycles remain incomplete. This would show the connectivity of all three aspects of an organization. For being successful, all different sub-systems should be considered. A consideration should be made here, that each action has some predictable consequences and some unpredictable ones. Here, in this study, authors did their best to predict the main effects of each pass. Based on human being behaviors' unpredictably, it's imaginable that some of these results could not be seen by them. Discussed effects are based on responses of majority of people. Always some individual’s unusual responses are expected.

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Assessors’ Errors or Biases: Challenges in Assessment Centers

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Assessment centers (ACs) has been frequently used in the selection and identification for training or development of both managerial and non-managerial personnel. In addition, recent research into the ACs has revealed that although well-developed exercises are important to the overall success of the program, the role of the assessor is essential. This paper summarizes different sorts of errors and biases as well as reasons and avoidance methods of errors coherently. Using assessors who are not properly trained can lead to negative perceptions of the process by participants and other stakeholders, reduced utility of the program, and legal challenges. For example, the influence of assessors’ errors or biases (e.g., halo, leniency, severity, stereotypes) on rating accuracy can have a powerful effect in ACs results, errors and biases that often are unconscious and assessors may not even be aware of them. These difficulties can be overcome by ensuring that assessors are carefully trained in recognition of errors and biases. Indeed, the cognition and training of assessors associated with common errors and biases can be key elements in producing accurate, unbiased ratings. This paper has obvious implications for assessment process in the ACs.

Keywords: Assessment centers, assessor, error and biases.

Assessment centers (ACs) are an event (Ballantyne & Pova, 1995) or method (Thornton & Rupp, 2006), not a location. In this method, a group of participants takes part in a variety of exercises observed by a team of trained assessors who evaluate each participant against a number of predetermined, job related behaviors (Ballantyne & Pova, 1995). Although the ACs process has demonstrated its important value in selecting candidates for managerial and supervisory positions, the experience of many experts is that the process is much more likely to succeed if ACs follows approved standards and guidelines and devoid of errors or biases. The errors in ACs are Poor planning, inadequate job analysis, weakly defined dimensions, poor exercises, no pretest evaluation, unqualified assessors, inadequate assessor training, inadequate candidate preparation, sloppy behavior documentation and scoring a misuse of results (Caldwell, Thornton & Gruys, 2003).

However, one of critical errors is assessors’ errors or biases in record, observation, classification and assessment of behaviors. These errors or biases are unconscious, individuals may not even be aware of them. However, they can have a powerful effect on our decisions (Taylor, 2007). The authors of this paper have developed a summary of errors and biases associated assessors. In addition, we discuss reasons of errors and its types as well as how thorough assessor training and other methods maximize assessor accuracy. We offer this summery because avoiding these errors will make the ACs process more effective.
Reasons of Assessors’ Errors or Biases

One common assumption has been that rater errors are a reflection of stable traits of the individual being assessed (Bartels & Doverspike, 1997). What is becoming more apparent is that rating errors may also reflect stable attributes of the raters, themselves (Murphy & Cleveland, 1995). In addition, some have suggested that to better understand rater biases, the cognitive processes used by raters should be thoroughly investigated (Landy & Farr, 1980). Indeed, the literature on cognitive processing reminds us that assessors are not necessarily “superheroes.” Their cognitive and attention resources are finite, and they may be prone to assessment errors. The two major approaches in social cognition that informs our understanding of assessor cognitive processing: behavior-driven approaches and schema-driven approaches (Thornton & Rupp, 2006). The behavior-driven theories (Thornton and Rupp, 2006), also known a data-driven approach Borman, 1978; Abelson, 1981), a bottom-up approach (Fiske and Taylor, 1984), a behavior model of human judgment (Borman, 1977, 1978), and a rational model (Lievens & Klimoski, 2001) assume people are able to attend to detailed behavior, to classify these many pieces of factual information into distinct categories, and to form relatively objective and accurate judgment (Lievens, 2001).

The schema-driven theories (Thornton and Rupp, 2006), also known a top-down approach, a cognitive categorization model (Nisbett & Ross, 1980), and a limited capacity model (Lievens & Klimoski, 2001), suggest that we have limited capacities to attend to the vast array of environmental stimuli to which we are exposed (Fiske and Taylor, 1984), and thus, we must selectively attend to only some events (Alba & Hasher, 1983). The direction of this selectivity is shaped by the schema (mental picture, model, or belief about the topic) we hold in our mind. That is, our prior knowledge of an individual influences our subsequent observations of that person’s behavior. The prior knowledge might be information about the person’s lack of education or poor job performance, or it might be an initial impression formed in the first few minutes of interaction. Thus, humans use several heuristic procedures, or “rules of thumb,” which introduce errors or biases in the decision process (Nisbett & Ross, 1980).

Types of Errors or Biases

There are several types of classification. For example, Landy (1989) categorized rating errors as either distributional or correlational in nature. Distributional errors consist of those errors that reflect divergence from a normal distribution (Murphy & Cleveland, 1995). The two most common forms of distributional rating errors are leniency. The correlational rating errors are traditionally referred to as halo errors and reflect the extent to which the rater differentiates among the performance dimensions (Davis, 1999).

In addition, biases can either be individual, termed cognitive or social, in that they emerge in group decision making (Tylor, 2007). Cognitive biases includes the effects of non-verbal information on judgement, Information overload, heuristics, lack of concentration, ‘halo’ effect, primacy, regency, leniency and central tendency. The social biases are the biases that emerge when assessors are discussing and agreeing their overall ratings of candidates in the final ‘wash-up’ session. Social influence processes include conformity pressures, the pressure to go along with the majority; status, deferring to more senior members of the team; exchange tactics,
‘you agree with me on A and I’ll support you on Y’; and extremity shifts, a form of group polarization that gives more extreme ratings. However, there are several types of errors and biases, then, in the subsequent section, we discuss types of errors.

**Hallo Effect**

The phenomena of halo error was first identified by Wells in 1907 (Davis, 1999) and described in detail by Thorndike (1920). This occurs when ratings are based on a global impression rather than individual evaluations of the participant's performance in each different dimension. The person is therefore judged to be good on all dimensions. The opposite effect, where a single poor characteristic results in an overall negative judgement, is sometimes called the ‘horns’ effect (Tylor, 2007). For example, an assessor believes that participant has effective leadership skills and rates that person highly on communication and interpersonal sensitivity as well (Thornton & Mueller-Hanson, 2004).

**Heuristic Procedures or Rules of Thumb**

These are simplifying processes that imperfectly mirror reality (Tylor, 2007). One example is anchoring and adjustment heuristic (Tversky & Kahneman, 1974) is often used by individuals who are judging others (Thornton & Rupp, 2006). This involves looking for some sort of quick reference point to anchor evaluations, and then adjusting one’s ratings around that anchor (Fiske & Taylor, 1984). Another is representativeness heuristic (Nisbett & Ross, 1980) that used when objects are assigned to categories after one observation, and we proceed to make judgments based on presumed category membership. The problem with this cognitive shortcut is that this initial classification may be inaccurate, and will cloud all subsequent judgments (Thornton & Rupp, 2006). Another is availability heuristic is used when individuals use information that is readily available in memory to make judgments about frequency, probability, and causality. The problem with the use of availability is that if the most readily accessible information is invalid or uncharacteristic, faulty judgments will result (Thornton & Rupp, 2006). The next one is salience and vividness heuristic where involves putting more weight on readily available, visible, and outstanding information. The use of this heuristic is problematic because vividness is not usually relevant to the value of the information on which assessors should be basing their judgments (Thornton & Rupp, 2006).

**Leniency**

Some individuals seem to be naturally softer ‘markers’. They may not want to generate conflict by giving negative feedback or may like the person they are assessing on a social level and not want to risk offending them (Tylor, 2007).

**Primary and Recency**

This refers to the truism that first impressions stick, often regardless of later evidence. Judgements and decisions about people’s characteristics are often made in minutes. Later information that contradicts the initial impression is frequently ignored (Tylor, 2007). Thus, ratings are based on the most recent behaviors rather than giving a rating that reflects all earlier
behaviors. For example, a participant performs adequately throughout the exercise, but then makes a few obvious mistakes at the end of the simulation. The rater then gives the individual low scores overall (Thornton & Mueller-Hanson, 2004).

**Temporal Extension**

This occurs when a fleeting expression is judged to be an enduring feature of behavior. For example, someone who smiles once or twice is judged to be always happy (Tylor, 2007).

**Similar/Different from Me Bias**

Giving higher ratings based on certain qualities or characteristics of the participant that are similar to or different from the assessor. For example, a female assessor gives higher scores to women than men, based on the similar gender of the participant (Thornton & Mueller-Hanson, 2004).

**Prejudice/Stereotype**

In prejudices/ stereotypes, ratings are based on membership in a particular group rather than on performance. For example, an assessor believes that women are less assertive than men and therefore gives women lower scores on leadership (Thornton & Mueller-Hanson, 2004). Stereotype and prejudice help us to simplify, classify and make sense of the world, and there is often sufficient truth in them for them to be useful within certain bounds. However, they can operate like self-fulfilling prophecies in that they lead us to act towards people in a way that brings out the trait we expect them to have (Tylor, 2007).

**Severity or Strictness**

The tendency to give low ratings to all participants. For example, using the low points on the rating scale too often (Thornton & Mueller-Hanson, 2004).

**Information Overload**

When assessing, this occurs because the information processing task is complex. As the number of competencies increases, accuracy decreases. This can lead to the ‘exercise effect’, where correlations of ratings of the same dimension in different exercises are low. This effect can be reduced by having precisely defined dimensions and also by limiting the number of competencies to be assessed at any one time (Tylor, 2007).

**Over Emphasis on Negative or Positive**

Greater importance is placed on one aspect of a participant’s performance, which overshadows other aspects. For example, an assessor weights one instance of negative behavior more heavily than all of the other positive behaviors the participant has displayed (Thornton & Mueller-Hanson, 2004).
Central Tendency

The propensity to give average ratings to all participants (Thornton & Mueller-Hanson, 2004), this is one reason why some rating scales do not provide a mid-point (Tylor, 2007).

Parataxis

This involves generalizing characteristics from someone we know to someone who reminds us, physically, of that person. For example, a participant may physically remind us of a friend known for her sense of humor. We then infer the same sense of humor to the candidate (Tylor, 2007).

Functional Quality

This occurs when linking the functions of parts of the face to aspects of personality. For example, someone with big eyes can see into others’ motivations (Tylor, 2007).

Lake of Concentration

This occurs because it is very difficult to observe or listen continuously, and human attention is notoriously selective. When concentration lapses, we tend to reconstruct what we think we heard, or wanted to hear. If we have expectations or preconceptions, for example based on hearsay, we may filter out information that contradicts the preconception and only attend to that which confirms it (Tylor, 2007). The other errors discussed in Table 1.

| Table 1 |
| Errors in Assessors |
| Error | Example in Observation in Simulation |
| Loss of detail through Simplification | Failing to note the words a person used to persuade others, and just noting "he is persuasive" |
| Over dependence on a single source | Making snap judgments before seeing all the relevant behaviors |
| Middle message loss | Failing to observe behaviors half way through an exercise |
| Categorization error | Failing to note the errors in arithmetic made by a person who did many correct calculations; failing to see "shades of gray" in a person's performance |
| Contamination from prior information | Knowing the person has a reputation as a good manager, focusing on her good behaviors and failing to note her ineffective behaviors |
| Contextual error | Letting the situation influence observations |


Avoidance of Errors or Biases

Assessors in the AC process typically selected because they either are subject matter experts, community representatives with insights into local values, or individuals with unique
skills in behavioral assessment (Thornton, 1992; Nunnally & Bernstein, 1994). However, assessment center guidelines recommend that assessors receive intensive training regarding the process of observing and classifying dimensions and behaviors (Caldwell, Thornton, & Gruys, 2003) as well as errors or biases (Thornton & Rupp, 2006) Then, in the subsequent table (2), we discuss how thorough assessor training maximize assessor accuracy.

Table 2
Avoidance of Errors

<table>
<thead>
<tr>
<th>Error</th>
<th>How to Avoid</th>
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<tbody>
<tr>
<td>Halo</td>
<td>Remind assessors to evaluate each dimension independently and to remember that a person can be high on all dimensions, low on all dimensions, or high on some dimensions and low on others. During training, have assessors discuss examples of individuals with different profiles of traits. Caution assessors against letting performance on one dimension influence the score they give on another. However, keep in mind that some people really are very good, or very poor, or average in every area, and so sometimes, similar ratings are accurate.</td>
</tr>
<tr>
<td>Regency</td>
<td>Remind assessors to take thorough notes during the exercise and review all the behaviors noted when assigning a rating. Check sheets may help to provide a quick picture of overall effective and ineffective behaviors.</td>
</tr>
<tr>
<td>Similar/Different from me bias</td>
<td>The best defense is to be aware of this potential bias. Assessors should make a conscious effort to ignore similarities or differences to themselves and assign ratings based on performance. The behaviorally anchored rating scale (BARS) ratings scales can help ensure ratings are based on performance and not on biases.</td>
</tr>
<tr>
<td>Stereotyping</td>
<td>A frank discussion of stereotypes can often illuminate these biases. Additionally, assessors should be aware that even positive stereotypes could be harmful. Check sheets and BARS rating scales can help to ensure ratings are based on actual performance.</td>
</tr>
<tr>
<td>Over emphasis on negative or positive</td>
<td>Remind assessors that all of the participant’s behaviors are important in providing ratings. Use check sheets and BARS to give assessors a comprehensive view of the participant’s entire performance. Exception: singular observations may be set forth: for example, blatant racial, ethnic, or sexist statements.</td>
</tr>
<tr>
<td>Central tendency</td>
<td>During training, practice assigning ratings to high, medium, and low performances. Use frame of reference training to ensure assessors have a common understanding of what defines high, medium, and low performance.</td>
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</tbody>
</table>


For social biases, knowing about these biases does not necessarily mean you can easily avoid them! As a first step, it can be helpful if assessors develop the skills shown in Table 3. It is also vital that assessors are open and honest in sharing feedback about the group process, either in a wash-up session at the end of the assessment day or in periodic reviews.
Table 3
Assessor Behaviors in Group Decision Making

<table>
<thead>
<tr>
<th>Effective</th>
<th>Less Effective</th>
</tr>
</thead>
<tbody>
<tr>
<td>Drawing conclusions from several pieces of connected data</td>
<td>Drawing conclusions from one piece of evidence</td>
</tr>
<tr>
<td>Linking data to relevant competencies</td>
<td>Applying personal views of effectiveness</td>
</tr>
<tr>
<td>Interpreting candidates’ behavior from more than one cultural perspective</td>
<td>Interpreting candidates’ behavior from his or her own cultural perspective</td>
</tr>
<tr>
<td>Discussing candidates in terms of evidence observed during assessment</td>
<td>Introducing hearsay and opinions from non-assessment sources</td>
</tr>
<tr>
<td>Involving colleagues by asking for information</td>
<td>Imposing opinions</td>
</tr>
<tr>
<td>Listening to others, for example by asking questions to clarify</td>
<td>Digging in when faced with alternative views</td>
</tr>
</tbody>
</table>

Source: Tylor (2007)

Conclusion

One of critical errors in ACs is Assessor’s errors or biases. These errors or biases are unconscious, individuals may not even be aware of them. Because so many of the assessments conducted in organizational settings are based on subjective judgments, it is not surprising that quality of the resulting ratings would be the topic of choice for many researchers. However, this paper summarizes different sorts of errors and biases as well as reasons and avoidance methods of errors coherently. To avoidance of biases or errors, it is important that assessors heighten their self-awareness of possible errors in order to minimize the unjust impact on individuals and to avoid potential legal consequences.

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Factors Effecting Employee’s Attitude towards E-HRM

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E-HR is a term that provides integration mechanism and connection between HRM and IT. Computer systems, interactive electronic media, and telecommunication networks are used to carry out the functions of the human resources management department. The research model is supported by two theories from complementary research area: Ulrich’s model on HR role and Davis technology acceptance model. The purpose of this research is to highlight the factors that positively or negatively affect employee’s attitude towards E-HRM and to explain which type of perceived HR role is considered favorable by employees. The research findings are based on survey conducted in four different organizations. Convenience based sampling technique was used. Online questionnaire was also used in the survey. Sample of 100 employees took part in the survey. All respondents were familiar and used E-HR in their organizations. Organizations are mostly using e-HR for operational purpose like personal data administration and payroll. Perceived usefulness and perceived ease of use add positive attitude towards E-HR whereas HR role of strategic partner shows high preferences and HR role of employee champion shows low preference towards E-HR. In Pakistan employees are unaware of new technologies due to less training and uneducated people. This research proposes multi-factorial framework that assist organization in understanding and resolving predicament while executing E-HR system in the organization as far as attitude is concerned.

Keywords: Employee attitude, E-HR, organization design, perceived usefulness.

Methods of organization, technology in use, knowledge of tools, systems or techniques help us to solve problem for specific purposes. Remarkable change has been seen in society, economy, culture and work practices with swift change in science and technology for example the usage of internet and computer. “Technological optimistic voices want us to believe that, from a technical viewpoint, the IT potential for HRM are never ending. Primarily HR processes can be propelling up by IT. E-HRM is the comparatively new word for this IT supported HRM, particularly through the use of web technology” (Ruel, Bondarouk, & Looise, 2004). HRIS which is the IT based procedure help in supporting HRM, which further sustain HR department staff to execute the processes of HR. This information system supports HR professionals, employees and managers to carry out responsibilities. Electronic HRM applications directly sustain high ups in performing HR responsibilities (Ruel et al., 2004). Nineties was the time when organizations were becoming professional in using the IT based and Human Resource Management based skills. But by the invention of new technologies in the area of Human Resource Management, Electronic Human Resource Management has emerged with its new form. (Hooi, 2006). The arrival of E-HRM is taken as more efficient and effective strategic way of working for HR professionals (Gardner, Lepak & Bartol, 2003, Shrivastava & Shaw, 2003).
The term E-HR is used to explain the broad area of in practice HR information, HR tools and transactions of HR that can be seen on web directly like interactive voice response systems and multimedia cabin executing companywide payroll system. E-HR brings efficiency and effectiveness, cost reduction and improved decision making sustained with more accurate information-HR system gets information from most modern web application technology to provide HRM solution. It is comprehensive, broad, easy to use feature rich tools that fulfill needs. It refers to dealing out and diffusion of digitalized information used in HRM i.e. visual images, sound and text from one computer to others (Linda, 2008).

The term E-HRM is defined as interactive electronic media, telecommunication network that assist in carrying out functions of HRM unit. E-HRM professionals endeavor to supply flawless assimilation of all HRM services with same objective of employee satisfaction. (Sanayei, & Mirzaei, 2008). Policies and strategies of Human Resource can be implanted with more ease with the help of E-HRM which ultimately speed up the Human Resource functions. Its web based technology is very helpful to fulfill the requirements of Human Resource by assisting Human Resource functions. Process of extraction of information and transformation of data into useful information is now too easy with the help of E-HRM for managers, employees and HR consultants (Lawler, 2005). E-HR activities are cost effective and less time consuming in comparison with traditional HR activities. With the help of E-HR, high ups and managers have access of companywide information, data, make decisions, communicate with others on facts and perform scrutiny. They don’t need HR professional advice on simple issues (Linda, 2008). Employees can revise personal information on the web based portal and access most recent training programs in their off timings. Employee Self Service (ESS) and Manager Self-service (MSS) are basic and most important concepts of this technology.

Effectiveness and efficiency would be increased with the assistance of E-HR. It reduces paper work, processing time and improves competency of managers and employees by enhancing capabilities and quick decision making. E-HR is not the only stage for improvement but a latest trend for capability enhancement. Organization can use HRM in three areas: operational HRM, relational HRM and transformational HRM (Lepak & Snell, 1998). Operational Human Resource Management deals with the administrative activities which are considered as the basic activities of the Human Resource for example salary administration and personnel data administration. After the Operational Human Resource Management here comes the Relational Human Resource Management which is an area of advanced level activities of Human Resource Management. In this area basic business functions are performed for example recruiting, selection of new personnel, training, performance management, appraisal, and rewards. In the last functions like organizational change process, strategic re-orientation, strategic competence management, and strategic knowledge management are dealt and performed in the last region known as Transformational Human Resource Management Ruel et al. (2009) have exposed a new way in their studies that the all three types of E-HRM are intermixed with each other because operational level is proved to be essential prerequisite for relational and transformational E-HRM.

Many studies and research journals have published articles on E-HR but there is little research on the attitude and behavior of users of HR. E-HR has been studied by many scholars in USA and other countries but in Pakistan no research has been conducted. As there is huge
difference in market environment of developed countries and developing countries like Pakistan so there should be huge difference in findings. Response and adaption by employees is considered to be a significant factor when implementing E-HRM. The survival after variation in the HR activities and the help provided to employees during E-HRM implementation process is also taken as crucial (Haines & Petit, 1997; Fisher & Howell, 2004; Ruel et al., 2004). Furthermore, HR faced problems as well when HR has to implement new technology in the organization (Gardner et al., 2003). HR is performing its services as change agent, administrator, strategic partner and employee consultant. This article describes factors that affect employee behavior and attitude towards E-HR, how they form and alter attitude towards E-HR. This research is based on the two theoretical models. First is theory acceptance model, which presents attitude and approval towards IT (Davis, 1989), whereas second model describes role played by HR in the organization. In this study we measure this HR role-preference, using Ulrich’s (1997) model of HR roles as a starting point. Both models are now introduced briefly.

**Theory Acceptance Model (TAM)**

TAM is accepted framework as human aspect of technology innovation. This model discusses the relationship of attitude. Perceived ease of use and perceived usefulness explains likelihood towards system used. The model is derived from the theory of reasoned action (Fisher & Howell, 2004). This model gives a better vision and insight in the processes and outcomes of information technology implementation (Davis, 1989).

![Theory Acceptance Model (Davis, 1989)](image1.png)

**HR Role Model**

Any analytical framework is necessary to operationalize HR role preferences as held by employees. Ulrich (1997) has described and divided important HR roles into four clusters. Ulrich’s model is well known in HR professionals. It is proved very helpful for employees, managers and professionals to adapt new technologies like E-HR by understanding of their HR competencies and practices (Caldwell, 2003; Guest & King, 2004). Although Caldwell (2003) discussed in his studies that the roles which Ulrich (1997) defined in his model are mostly replicated in empirical studies but in this article we will use this model as our starting point. Ulrich (1997) derives his four HR roles from two aspects: people versus process and strategy versus operations.
The first role which is of “strategic partner” which needs to be in line with company goals and policies, it highlights how to formulate HR strategy and caters the problems of HR processes. The second role which is known as “change agent” which seems functional when organization requires change for the success of long term goals and it also helps in developing and smoothing progress in change management. The third role is of “administrative expert” which supports the organization in transactional processes. And the last role is of “employee champion” which deals with the problem solving approach that is operational in nature.

**Theoretical Framework**

Technology acceptance model and HR role model provide foundation of our research. Variable of the above two model mediate or moderate the relation and help in finding the actual factors that affect attitude towards E-HR.

**Variables**

**Attitude towards using E-HR.** This variable is taken as an individual’s behavior towards adoption of technology that can be negative or positive and that behavior is taken as the driver for the adoption (Fishbein & Ajzen, 1975). Previous empirical studies done on technological innovations shows that attitude can help to figure out the belief about assessment and behavior towards technology acceptance (Li, 2004)

**Perceived Usefulness.** This variable is very significant in the adaptation E-HRM technology in the organizations. This variable is considered as helpful to find out the behavior and approach of employees towards E-HR and it is considered very important in technology adoption as well (Agarwal & Prasad, 1997). HR professionals always try to figure out how E-HRM technology improve the workplace particularly HR functions in terms of costs diminution, time management, and task implementation. Extensive evidences exist to support the significant effect of perceived usefulness on the adoption of technologies (Venkatesh & Davis, 2000).

**Perceived Ease of Use.** This variable tells how much employees feel comfortable with E-HR while understanding, learning, or operating the technology. According to Rogers (1995), this factor is also taken as level of comfort with the new technology that is perceived as
better than its substitutes. So ultimately HR professional will rely on the technology when employees feel good while using E-HR software because it is easy to handle, comprehensible and lucid. According to TAM, perceived ease of use leads to intention which in turn generates the actual individual usage behavior.

**HR as a Strategic Partner.** This factor deals with the empowerment of employees to enhance productivity with the help of E-HR. This variable is helpful to find out the opinion of employees towards HR in E-HR using companies. If increased profitability and competence of employees is in the long term objectives of the company then E-HR will be enforced when HR will perform as strategic partner.

**Employee Champion.** This factor explains the way of understanding and communication between the employees and HR when some change is taking place in the organization. The presence of this system shows organization is following the approach of empowerment and fair discipline. And this will ultimately shift employees towards technology adaption (Ulrich, 1997).

**Administrative Expert.** It is important variable used to identify the HR roles in technology adaption. HR Administrative Experts are performing activities like identification of the key processes, providing support and motivation to the team to create the environment of simplicity, performance and effectiveness. It is recommended to build flexible HR Function which meets the criteria of business strategy fully (Ulrich, 1997).

**Proposed Research Model and Hypothesis**

- **Perceived Usefulness**
- **Perceived ease of use**
  - Strategic partner
  - Change agent
  - Employee champion
  - Administrative expert
- **Attitude towards e-HR**

All the variables are brought together from two models which were discussed earlier. Linear regressions were applied to check the hypotheses which are summarized below:
1. Employee preferences for HR role of strategic partner, change agent and administrative expert will be positively related to attitude towards E-HRM.

2. Employee preference for the employee champion is negatively related to attitude towards E-HRM.

3. Employee preferences for perceived usefulness and perceived ease of use are positively related to attitude towards E-HRM.

METHOD

Respondents

Research is conducted in the four organizations which are using E-HR as software. The selected organizations are KFC, Saama TV, Oriflame Cosmetics, and Barclays Bank. In Pakistan companies are using E-HR mostly for operational purpose like e-payroll, e-leaves, and e-attendance. Limited employees have access of the software but e-leaves and e-attendance is extensively in use. One hundred and seventy questionnaire were distributed but 100 employees responded. Few of the employees responded through online survey; 19% respondents were from Oriflame Cosmetics, 11% were from Saama TV, 17% were from KFC and 19% respondents were from Barclays Bank. This is cross sectional study. Data was collected at one time. For all the item missing data is relatively small and mean substitution procedure was used. 39% respondents were female and 61% are male. 43% respondents are less than 25 years of age. 65% of the respondents were having qualification of masters. 82% of the respondents said that E-HR is a good idea that organization start using it.

Instrument

HR Role Model (Ulrich, 1997) and the Technology Acceptance Model has been followed while selecting the questions related to HR role, IT preferences for example perceived usefulness and perceived ease of use. The questionnaire was developed with E-HRM background. Response scale of seven items likert scale was used to measure the constructs. Two constructs from the Technology acceptance model (Davis, 1993) i.e. perceived usefulness and perceived ease of use has been replicated and four construct of HR role model has been used. Two construct of TAM generates reliability measurement scale: Perceived usefulness shows reliability of (4 items; .83), Attitude towards E-HR (5 items; .88) and perceived ease of use (5 items; .88). Whereas the reliability of other four constructs taken from HR role model were: strategic partner (5 items; .87), change agent (5 items: .89), employee champion (5 items; .85) and administrative expert (5 items; .85). All scales have acceptable reliability.

RESULTS

In Table 1, mean, standard deviation and reliability of all the construct of TAM and HR role model have been given. The table shows that there is a positive relation of attitude towards E-HR, perceived usefulness and perceived ease of use. This shows highly significant relation as the values are .72 and .72 and in both the cases significance level is .01; whereas the attitude towards E-HR and HR role is not that much significant. In this study employee think that there should be proper training before further usage of the software. According to their perception, this
technology is good, as it reduces time, burden and reduces cost but still they perceive difficulty in using new software. Only IT professional can easily use it. This may be due to lack of knowledge and less efficient employee in IT usage.

Table 1
Mean, Standard Deviation, Correlation and Reliability

<table>
<thead>
<tr>
<th>Variable</th>
<th>M</th>
<th>SD</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
<th>7</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Perceived Usefulness</td>
<td>5.41</td>
<td>1.08</td>
<td>.83</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. Perceived Ease of Use</td>
<td>5.20</td>
<td>1.07</td>
<td>.69**</td>
<td>.88</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. Attitude towards E-HRM</td>
<td>5.45</td>
<td>1.03</td>
<td>.77**</td>
<td>.69**</td>
<td>.88</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4. Strategic Partner</td>
<td>5.14</td>
<td>1.14</td>
<td>.50**</td>
<td>.34**</td>
<td>.48**</td>
<td>.87</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5. Change agent</td>
<td>5.18</td>
<td>1.11</td>
<td>.52**</td>
<td>.33**</td>
<td>.42**</td>
<td>.83**</td>
<td>.89</td>
<td></td>
<td></td>
</tr>
<tr>
<td>6. Employee Champion</td>
<td>4.91</td>
<td>1.11</td>
<td>.48**</td>
<td>.27**</td>
<td>.38**</td>
<td>.71**</td>
<td>.67**</td>
<td>.85</td>
<td></td>
</tr>
<tr>
<td>7. Administrative Expert</td>
<td>4.85</td>
<td>1.10</td>
<td>.54**</td>
<td>.47**</td>
<td>.46**</td>
<td>.23*</td>
<td>.34*</td>
<td>.47**</td>
<td>.85</td>
</tr>
</tbody>
</table>

* p < .05; ** p < .01; N = 100

The mean score of attitude towards E-HRM is 5.45 and standard deviation is 1.036, which lies in the middle of the two extremes. Standard Deviation value shows how much is the dispersion from the mean. But the dispersion around the mean of attitude is considerable. This may be due to the inefficiency in using E-HR. As Pakistan is developing country, people are not much aware of the new technology adoption. There is still room of improvement in further understanding of new technology.

The hypotheses were tested by using regression analysis. Three blocks were added. Attitude towards E-HRM is considered dependent variable and three blocks: Perceived usefulness, perceived ease of use and HR role (strategic partner, employee champion, change agent and administrative expert) are considered to be independent variable. The sum of square in the ANOVA Table 69.442 and df is 6 and F value is 60.305, p = .00 which shows significant relationship. $R^2$ is .65 whereas the $R^2$ change is the same i.e., .65. Here the beta coefficient of Perceived usefulness is .50 and p = 0.00 and Perceived ease of use have beta coefficient of .31 and p = .00. HR role has beta coefficient of .89, p = .25 its value is not significance. Through the value of beta coefficient and p values, we can easily depict that Perceived usefulness and Perceived ease of use is significant but HR role doesn’t show much significance in the relation.
Table 2
Regression Analysis

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>P</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>SE</td>
<td>β</td>
<td></td>
</tr>
<tr>
<td>Constant</td>
<td>.78</td>
<td>.38</td>
<td>.50</td>
<td>2.02</td>
</tr>
<tr>
<td>PU</td>
<td>.47</td>
<td>.09</td>
<td>.50</td>
<td>5.143</td>
</tr>
<tr>
<td>PEOU</td>
<td>.29</td>
<td>.08</td>
<td>.31</td>
<td>3.68</td>
</tr>
<tr>
<td>HR Role</td>
<td>.10</td>
<td>.08</td>
<td>.08</td>
<td>1.15</td>
</tr>
</tbody>
</table>

a. Dependent Variable: AEHRM

When we have strategic partner, change agent, employee champion and administrative expert in one block and taken as HR role, the beta coefficient is .25, $p = .25$ which is insignificance. Whereas to check the hypothesis H1 and H2. The results are bit different response i.e., only strategic partner has beta of .54 with $p = .00$ whereas rest shows insignificant relationship. Employee champion has negative relationship with attitude but $p$-value is not significant.

Table 3
Regression Analysis

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>P</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>SE</td>
<td>β</td>
<td></td>
</tr>
<tr>
<td>Constant</td>
<td>1.96</td>
<td>.48</td>
<td>.60</td>
<td>4.04</td>
</tr>
<tr>
<td>SP</td>
<td>.54</td>
<td>.14</td>
<td>.60</td>
<td>3.65</td>
</tr>
<tr>
<td>CA</td>
<td>-.09</td>
<td>.14</td>
<td>-.10</td>
<td>-67</td>
</tr>
<tr>
<td>EC</td>
<td>-.16</td>
<td>.12</td>
<td>-.17</td>
<td>-1.37</td>
</tr>
<tr>
<td>AE</td>
<td>.41</td>
<td>.08</td>
<td>.44</td>
<td>4.65</td>
</tr>
</tbody>
</table>

a. Dependent Variable: AEHRM

DISCUSSION

This study tested the relationship of Perceived usefulness, perceived ease of use and HR roles with the attitude of employee towards EHRM. Hypothesis were tested and results were identified, few areas need discussion that why it is happening so in Pakistan.

Perceived Usefulness and Perceived Ease of Use

While analyzing the H3 through regression, the results show that there is a positive relation of attitude and perceived usefulness and perceived ease of use. This has proved the hypothesis. Through discussion with the employees and response in the form of questionnaire I have depicted that employees consider IT as a useful thing which saves time and money. Based on the analysis through regression it is depicted that attitude, perceived usefulness and perceived ease of use have positive relationship.
HR Role

H1 and H2 have been tested through the regression analysis. Employees working in the organization, while giving interview and taking part in survey, highlighted few lapses. According to the employees, technology is good and we should adopt it but there should be proper training when new technology has been introduced. As Pakistan is developing country and literacy rate is low, people are not aware of new change and they don’t except change easily. In this scenario HR should act as liaison between employees and technology. Proper guideline should be given. Otherwise people will not get benefit from new technology. This is the reason of insignificance relationship.

Limitations

The focus of this research is just on the operational form of E-HR. only two variable of IT were used for the survey, for future research more variables from IT experience should be added. No moderation or mediation techniques have been applied. Future studies can check effect of control variable on the attitude of employee towards E-HR. Research was conducted in two cities, Karachi and Lahore. Regional analysis can be done on the same topic by adding more cities.

Conclusion

From all of the above discussion we can easily concluded that two factors positively contributed towards employee attitude, one is Perceived usefulness and second is Perceived ease of use. It’s a human psychic that people prefer those things in the working environment which increase efficiency and effectiveness. As EHRM reduces cost and assists in time management. So employees as well as employer prefer. Technological, organizational and human factor all influence employee attitude towards E-HRM. In Pakistan organizations are using E-HR as an operational tool. E-leave, e-attendance and e-payroll are commonly used. Most of the organizations are using the software but employees have very less knowledge, they are not expert in utilizing and few take it as difficult in using without proper training. Communication and persuasion is necessary while adapting new technology. For this purpose, HR role is highly influential. This study shows that if HR would have strategic role then attitude of employee would be more positive whereas they don’t prefer HR as employee champion. This is an opportunity for the employers and HR professionals that they should consider employee perception while tuning the company.

REFERENCES


Distinctive Leadership Styles: A Collaborative Strategy of Action Learning in Health Care Management

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This paper discovers the relationship between leadership styles and organizational culture in the context of organizational change, and advocates the use of action learning including distinctive leadership styles in order to bring effective change in the existing assessment policy in mental health care system. For this purpose a case example was selected from Roscommon Mental Health Services which is a part of the Irish Health Care system where an insider a change agent introduced an assessment tool at the time of admission for elderly clients age was 60 years in the acute unit and has persuaded the Health Care Manager and team members to add the proposed instrument into the overall assessment policy. By exploring the organizational culture and the use of distinctive leadership styles the assessment tool was introduced and made a part of the existing assessment policy. During the process a distinctive leadership style was used and was shift from time to time according to the requirements. Subsequently this flexibility in approach formed a conducing atmosphere and enhanced the leading quality of the change agent through action learning which has brought the desired change. A subtle resistance was found during the change process, which was not overcome rather worked with it. Throughout this process the change agent realized that a single leadership style is not practical in the long run and does not work effectively, and recommend a blend of distinctive leadership styles in order to bring an effective change in an organization in the context of policy particularly in Health Care System.

Keywords: Leadership styles, organizational culture, health care system, emotional intelligence

A human being commences his life under the guidance of a leader. A leader may be a father, a prestigious figure or someone else and they find security in that figure. However there are two concepts of leadership, the first is a romantic, emotional conviction that some men are leaders and possess certain characteristic traits, the other, a concept of leadership as a relational term indicating the circumstances under which a group moves toward objectives (Goleman, 1998). Much of the literature on leadership represents an attempt to study the leader as an entity possessed of characteristic traits and occupying rather inertly a status position and of the nature of the situation within which that group is attempting to operate. While the evidence does not support the romantic notion of the leader endowed with thrilling attributes rather contemplate that a leader emerges as consequence of the needs of the group of people and of the nature of the situation within which that group is attempting to operate (Goleman, Boyatzis, & McKee, 2002).
Currently the role and function of leadership is a unique significant intellectual task to comprehend. It is considered to be the most needed skill. In fact it is evident that a leader plays a pivotal role in the shaping of individuals, groups and organization. A leader is the generator, maker and implementer of policies and has the ability to bring everyone on board in the desired change process (Goleman, 1998).

Traditionally, a leader has been thought of in terms of the head, chief officer of an organization regardless of the tasks or functions he may perform. A leader was mostly contemplated in terms of authority. However, with the passage of time the things became more complicated and demand a vigorous change in the leadership styles to face the current challenges (Bass & Avolio, 1993). Nevertheless, this depends upon the personality of the leader, his background and above all his emotional and social intelligence (Goleman, 1995). An effective leadership overwhelmingly based on the styles of the leader a synonym of executive, which ultimately impact on the working environment, teamwork and on performance. In fact successful leaders rely on different styles of leadership, to achieve their aims and objectives. They are flexible in their approaches and are determine to attain their goals without just sticking to the one (Lok & Crawford, 2004). Virtually these styles spring from their own Emotional Intelligence. Emotional intelligence is the ability to manage oneself and ones relationship effectively. This capability consists of four basic components, which are self-awareness, self-management (regulation), Social awareness and Social skills (Goleman, 2004). These constituents are significantly important for a successful leader and will be encapsulated in the following paragraph.

A good leader would be aware of his own emotions, their impact on his performance and his interaction with people. A leader would know his strengths and weaknesses and would have self-confidence and self-worth. A leader has the ability to manage his disruptive emotions and drives. A leader shows trustworthiness, sense of responsibility and apt of adoptability, and has the ability to take initiative and is achievement orientated. A leader can express genuine feelings of empathy, knows about the structure and policy of an organization and has the capability to make an appropriate decision, and would be also sensitive to address peoples' demands promptly. Furthermore, a leader has the vision and can influence people's attitude through leading and guidance. A leader would be a good listener and crystal clear to pass on his message, and can play the role of a change agent and brings people around to adapt new changes. A leader would have the ability to resolve conflicting issues and to underpin relationship, and is fond of teamwork (Goleman, Boyatzis, & McKee, 2002).

However, it is not easy to lead people especially in terms of policy changes where the interests of people and particularly of special interest groups are involved, and above all to bring changes in the way of those delivering services. As and when a leader wants to introduce new changes for the betterment of public and to enhance the quality of services would face implicit or explicit resistance. Hence a leader needs to adopt certain leadership styles to triumph over the resistance, and to continue with the change process, keeping the services running. However some leaders prefer one of the styles of leadership to run the affairs of the organization. Nevertheless, in the best-case scenario, the pressing needs of today's world demand different leadership styles, to run the affairs of the organization efficiently and effectively.
Leadership Styles

Some leaders demand immediate compliance to control everything and would astonish people in to a new way of working. This style is known as Coercive, which exterminates the workers new ideas in an organization drop their sense of ownership and feel little accountability for their performance. Nevertheless, this style may be used rarely particularly in a crises situation which would have a short-lived effect and less beneficial for an organization in the long run. This style has an overall negative impact on the surroundings (Taffinder, 1995).

Another style of leadership is the Authoritative where a leader mobilizes people towards vision and motivates them to achieve the desired goals. He sets standards that revolve around the vision and allow people to devise their own ways with in the parameter of those principles. Unlike the Coercive style it allows people to innovate, experiment and to take initiative up to some extent. However this style is not successful when the leader has less experience and education than the expert in a team, which could undermine his capability. Though the style is considered to be powerful but cannot be applied to every situation (Malone, 1997).

As earlier said that Coercive style insists immediate compliance, the authoritative style urges people to follow their leader, but unlike these two, Affiliative style seeks to build an emotional bond and uniformity among his followers. The main slogan of this style is 'people come first'. This style values individuals and their feelings more than the tasks and performance. The main purpose is to keep employees happy and to create harmony among them. It emphasizes good communication, teamwork and sharing of ideas and inspiration. It allows flexibility and encourages trust on each other. In this style a leader does not play a possessive role rather gives freedom to the employees to do their jobs in the way they think the most effective. It recognizes workers efficiency through positive feedback, which enhances their self-esteem and subsequently their effectiveness in the work place. In this style the leader would acknowledge group achievement through celebration, and consequently create a sense of belongingness among the members. This portrays the Affiliative leader as a natural relationship builder. This style presents an all-weather approach and is more effective to rebuild ties, improve communication and to repair broken trust (Noe, 1988).

To generate fresh ideas the leader use Democratic style, which allows workers to have a say in setting up goals and standards for evaluating success. This involves workers in decision-making and drives up flexibility and responsibility. The leader spends time by getting people's ideas and builds trust, respect and commitment. This approach is best applicable when the leader is indecisive in certain matters and needs suggestions and guidance from able employees. Virtually, it builds consensus among the workers. However, this style has no such impact on the environment as high as some of the other styles. This style involves the workers in endless meetings without a concrete agenda. This procrastination and lack of decision often escalate disagreement rather to resolve (Ogbonna & Harris, 2000).

Some leaders exhibit themselves as a role model. They set tremendously high standards and expect all the workers to do the things better, faster and according to the guidelines. There is no room for amelioration but a quick accuracy of poor performance is essential. A worker may be replaced for inefficiency and poor results. This style is known as Pacesetting. However in this
style the work becomes boring and monotonous and flexibility and responsibility fade away. It creates an atmosphere of distrust and overwhelms the choice of the workers. It makes the workers dependent and workers feel helpless when the leader leaves the organization. Nevertheless this approach works well when all employees are self-motivated, highly competent and need little direction or coordination (Miroshnik, 2002).

When a leader acts like a counselor rather than a boss, this style is called Coaching. Here the leader assists their employees to recognize their unique strengths and to pinpoint their weaknesses and relate them to their personal and career ambitions. The leader coaches their workers to set up long-term developmental goals and to guide them for the accomplishment of such objectives. Through a partnership model a leader makes an agreement with their employees about their role and responsibilities in endorsing development plans and providing instruction and feedback to them. This style is rarely used because of his slow pace and wearing in this modern and technological world. However it is a powerful tool for a leader to produce positive impact on the climate (Darcy & Kleiner, 1991).

It would not be out of place to mention here that organizational culture is vital to make use of the above cited leadership styles. It provides best conditions for a leader to run the organization effectively, to introduce innovations, or to maintain the existing culture. It is believed that innovation and innovative culture are better achieved through leadership rather than management. Moreover, a considerable emphasis has been given on innovation in both public and private sectors, and is considered key for achieving success and effectiveness. Every organization contains different kinds of people working in it, which include different gender, race, age, nationality and disability, and most of them involve working in partnership between individuals, groups and team. However, the effectiveness of a leadership style depends upon the climate or the organizational culture, which is favourable or unfavourable for a leader. A leader is never entirely free in an organisation to behave as one would want to behave. Because every organization has some requirements for instance hours of work, reports and returns, and above all organizational norms such as modes of reward and punishment, manner of address to subordinates and formal structures and procedures. Therefore, leadership cannot be practiced in isolation rather would be performed conforming organizational culture norms. It is revealed that the setting in work place is important to boost up the leadership style to become more practicable. Hence, an organizational culture has a key role to demand for an appropriate leadership style, which suits that very organization and to fit together leader, subordinates and the task (Lok & Crawford, 1999). So an attempt has been made to depict organizational culture in the coming section, which would be analyzed in line with the leadership styles later in the discussion.

Organizational Culture

Organizational culture exhibits deep-set beliefs about the way work should be structured, the way power should be exercised, and the ability of workers (Lok & Crawford, 2004). It portrays the degree of formalization, future planning and action, rules of business for subordinates, working hours, uniform, job description and designations, officials' role and financial rules and over all policy. It also presents the role of the individual in an organization, the effect of committee, rules and procedures. These are all parts of the culture of an
organization. Some parts of the culture are visible such as Building, offices, Branches, kind of people employees, level of education and professional training, status, degree of mobility. Some parts are invisible such as norms, customs, and cohesiveness of the group, teamwork spirit and emotional bond. However in the current circumstances the organizations are becoming more complex in function and in configuration. The inter-organizational collaboration and the network analogy that is to work out side and across the formal organizational and professional boundaries, demand new skills set for leadership that involve working influence and complex patterns of power and interest. It requires brokering and personal networking abilities and adoptability in an often-changing environment (Ogbonna & Hariss, 2007).

Knowledge and information are central to every organization in the current situation, as a sequel detaching the leader and units from the core values. But at the same time social system spreads knowledge and ideas to the workers to conform to the organizational culture. This paradox generates a more complex organizational culture, which needs an eclectic leadership style to deal with it effectively. It is evident that bringing together separate organizations and projects into a joined whole is a new leadership art. It needs a combination of logistics and project planning, together with an affinity for handling personal relationships and coping with culture differences and sensitivities. So in these situations to handle changes skillfully and effectively, would need a great deal of time and flexibility in leadership style. The traditional static leadership style approach would be a waste of time in this modern and global world.

**METHOD**

Thus in this section an effort is being made to present a case sample of action learning, which has been selected for this purpose. Action learning is a didactic process whereby the partaker learns his own actions and experience in order to ameliorate performance. In this process the learning acquire knowledge through actual actions and repetitions rather through traditional instruction. This process is done in conjunction with others in small group called learning sets, which is suitable for adults and enable each person to reflect on and review the action that has taken and the learning points arising (McGill & Beaty, 1995). The case below is an example of action learning where an assessment tool for the elderly clients in adult mental services Roscommon was introduced by a change agent working in the same organization and played a role as an insider. The introduction of this assessment tool and its addition into the existing policy has been discussed in the light of deep understanding of organizational culture and use of different leadership style, in the right measures, at right time though action learning.

**A Case Sam Pie**

In the health care organization in general and particularly Mental Health services Roscommon where the author is working, is providing sectors based psychiatric services, which are divided in to three sectors. Each sector has a consultant psychiatrist in charge, leading a multidisciplinary team. The communication among the staff is usually based on referral letters, written report, clinical management and sectors meetings, case presentation and review. Electronic communication is only in practice with the managerial staff. The staffs are using phones or mobile phones from time to time to communicate to each other. The members are identified with their team according to their technical/professional position. There is no special
dress rather the culture encourages expression of individuality. Nevertheless a blend of role and task culture is in common practice. Everyone has definite role and job description. A team leader tries on and off to utilize the joint efforts of the group, to improve efficiency, and to identify the individual with aims of the services. It also promotes flexibility and sensitivity up to some extent. However, control in this organization is a bit difficult especially when a change is to introduce. For instance in our services many people are involved (role and task culture) to run the services. Hence a small change for improvement needs a lot of effort and energy. Everyone needs to be consulted, continuous persuasion will be required and every one should be on board. In this type of culture the process of change is usually procrastinate and the change becomes a tiring effort. So keeping in mind the above organization culture, the author has introduced a project.

Before commencing the actual project the author has organized individual meetings with the key figures (Stalk Holder), mentioned the importance and usefulness of the project to them. The consultants appreciated the objectives of the project, only one of the Assistant Director Nursing has some concern but later on she realized the usefulness of this project. The project was also brought on the agenda in the Clinical Management Meeting. During this process the author uses different leadership styles to minimize the resistance and to move on to bring the desired change. Before stating about the leadership style, that the author has used, it would not be out of place to mention here that the author role in this organization as a member of the team and the clinical director has an executive role. Though the author himself is the head of his own department but that is still a part of the whole team. So at one stage the author utilized democratic leadership style to bring everyone on board, to participate and gave them a chance to have a say in a friendly and conducive environment. This approach has worked and brought positive attitude among the participants towards the project. However, on the other hand the authors had a one to one meeting with the clinical director, presented and explain to her the importance of the project. The clinical director appreciated the project and asked her secretary to pass on this message to the people concerned, to cooperate in the implementation of this project. This was an authoritative approach used by the clinical director. As a part of the team the author also utilized the coaching style with the consultant psychiatrists and other colleagues, to get their consent and support. The author also used the affinity style at one stage where he valued the feelings and suggestions of the nursing staff, which has promoted harmony among them, and reinforced the emotional bond. Throughout this process the author realized that a single leadership style is not practical and does not work effectively. The author shifts his style from time to time according to the requirements, and this flexibility in approach formed a conducing atmosphere and enhanced the author leading quality.

DISCUSSION

The paper aims to discuss the different leadership styles in the right measures, at a right time. Here the discussion is about leadership styles in organizational settings. Hence an excellent management needs a leader to prioritise innovation, concern for customers, quality and simple structure. In this process as head of the organization, it involves control over others behaviours and actions, making decisions, aligning individual member actions and perceptions with corporate goals and planning. Its role involves insuring of timed, controlled and predictable group activity. In this type of change process sometimes an executive is worried that a crises
situation will emerge which will put the organization in jeopardy, and the management would become paralyzed. Therefore for a paralyzed organization too many managers could be recommended where a good leader could effectively ameliorate the situation and the mandate for a manager is to minimize the risk rather to improve the quality. However change by definition requires creating a new system, which in turn always demands leadership. Here the discussion is about a leadership in a dynamic organization not in a stagnant one. Transformation often begins when an organization gets a new good leader and who perceives the need for a key change. Then the leader needs to drive people out of their comfort zone, to motivate them for a desired change. In this regard a leader requires analysis of that very culture where he has to lead. In fact an organizational culture provides a best opportunity for a leader to put into practice different leadership styles to run the organization effectively and to meet the current demands. Anyone organization can look at itself in the light of influencing forces, which are power, role, task and personal factor. Some forces in the organizational culture will push it to a power culture, but on the other hand its size and technology will shove it towards role culture, or will deflect towards task or personal culture. However, in the current fastest information age, globalization and sophisticated technology, organizations change their dominant culture according to their pressing needs, starting from power culture, and move gradually to role culture or personal culture and push towards task orientated culture. So this elasticity in an organizational culture insists flexibility in leadership styles. Because once an organizational change begins, the structure of the organization, the planning and the control of its work and the making of many of its decisions will no longer be the same. Hence, this fleetness urges the leader in the present scenario to look for a blend of different leadership styles to run an organization efficiently.

As it is the era of competition versus cooperation, the fastest growing modern technology, the space and satellite race, information bombardment, globalization, and above all the growing multifaceted consumers’ needs which stipulates flexibility in leadership styles to meet the current challenges. There is less room for old orthodox stereotype leadership with bureaucratic blanket and unsubstantiated claims of success but no scientific and rational footings. Furthermore an increasing number of studies have shown that the more styles a leader demonstrates, the better would be the performance. Goleman (2000) reveals that leaders, who acquire four or more especially the authoritative, democratic, affiliative, coaching styles, have the very best environment and dealing performance. He further suggests that the most effective leaders switch flexibility among the leadership styles. Peters (1982) characterized flexibility as the ability to consider different means to achieve goals. In contrast the rigid leadership style undermines the capability of the team members, to predict the hazard ahead and is unable to avert grave risk. In the context of health care organization, the role of an executive (Leader) is pivotal to lead a team of workers to cater quality/standard treatment services as earliest as possible. Therefore, the leader frequently needs prompt and timely decisions to resolve immediate issues, and subsequently to meet consumers' demands by using different leadership styles according to the organizational culture needs.

Conclusion

To recapitulate it is obvious from the above discussion that the new developments either human or technological brings tremendous changes in the health care system which are putting serious demands on the organizational culture, to adapt a blend of leadership styles to cater
quality services effectively as earliest as possible. It further indicates that a successful leader is the one who is using different leadership styles in a right measure at a right time and makes a significant difference. The author's own learning experience in his own organization of leadership styles put positive impact on the climate, and brought the desired changes. Besides this it can be learned from available proven literature. The author tried to develop the insight of these styles and employed these in a proper time with relevant people. The author got guidance from his own 360-degree evaluation as well, read relevant literature and subsequently adopted flexibility in leadership styles. The author consistently kept in touch with the team members, empathized with them and acknowledged them about his personal care for them. However the author needs to work more on his emotional intelligence proficiencies and to enlarge his leadership styles repertory. Nevertheless the author found the affiliative and coaching styles consistent to his job environment.

REFERENCES


Intrinsic, Extrinsic Motivation, and Leadership Styles among Small Businesses Entrepreneurs

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This study examined the relationship between intrinsic, extrinsic motivation and leadership styles (as suggested by Bass, 1985) adopted by small businesses entrepreneurs. More specifically, it aimed to identify whether intrinsically motivated entrepreneurs have transformational leadership qualities and extrinsically motivated entrepreneurs have transactional leadership qualities. It was also to find out the direction of the relationship between laissez-faire leadership and intrinsic, extrinsic motivation. The study was conducted on 75 small business entrepreneurs. A Work Preference Inventory (Ambile, 1995) was used to measure the intrinsic and extrinsic motivation and Multifactor Leadership Questionnaire (Bass & Avolio, 1985) were used to measure the leadership styles. The Demographic information were collected with the help of Demographic Sheet. Further, the results suggested that there is a highly significant relationship between types of motivation and leadership styles. They also found out that none of the entrepreneurs had laissez-faire style of leadership. Binary Logistic Regression analyses was also conducted in order to predict the relationship. The findings indicate a positive relationship between types of motivation and leadership styles adopted by small businesses entrepreneurs.

Keywords. Motivation, leadership styles, entrepreneurs.

Entrepreneurship is mental image of an individual. It is to initiating and growing business by himself. The foremost factor is to find out the best solution of a problem. He is the person who has been able to identify problem and then find a fruitful solution. Entrepreneur have a privileged information and self-employed. Entrepreneurs having self-objectivity and always work and make effort to improve. Entrepreneurship has become the catchword of our time (Kao, 1995). It has become so much familiar and popular that almost every person can readily relate to and identify with. Entrepreneurship is the creation of organizations. What differentiates entrepreneurs from non-entrepreneurs is that entrepreneurs create organizations, while non-entrepreneurs do not.

Most successful Entrepreneurs are enterprising, resourceful and energetic. They enjoy creative problem solving and looking at possibilities (George & Zahra, 2002). Leadership is one of the most salient aspects of the organizational context. However, defining leadership has been challenging it involves emotions and vision, as well leadership effectiveness and performance. Further, the term entrepreneur also pertain towards a business innovator whose creative vision leads to a venture that builds value to an existing supply chain, contributes to a country’s productivity. Now a days entrepreneur are solely concerned that how to stay in a highly competitive environment. Such environmental concerns can be attributed to effective consciousness rising in the emergent professionalism among a large number of entrepreneurs (Dahl 2004; George & Zahra 2002; Hofstede 1980; McGrath, MacMillan, & Steinberg 1992; Mueller & Thomas 2002).
Entrepreneurship

The concept of entrepreneurship has a wide range of meanings. On the one extreme an entrepreneur is a person of very high aptitude who pioneers change, possessing characteristics found in only a very small fraction of the population. On the other extreme of definitions, anyone who wants to work for him or herself is considered to be an entrepreneur. The word entrepreneur originates from the French word, entreprendre, which means "to undertake". Achintya and Barhua (2007) identify the unique characteristics of an entrepreneur that they have strong need for achievement, high need for power, more independence they have strong propensity to take risk, personal modernity, support, and have leadership qualities.

Entrepreneurs have seen their company as an opportunity to do what they really wanted to do, to get close to a sport by developing a ski area, or to reduce a new technology to practical use. Still others have sought an escape from stultifying large company constraints, politics, or career impasses. In their dreams, their own venture would be a mean gain the top position in a business (Liles, 1974). Entrepreneurs claim themselves as decision makers and take important actions for their company’s survival even as they complain about external challenges and resource shortages (MacMillan, Siegal, & Narasimha, 1985; Sexton, 2001). Furthermore, the entrepreneurs are founders of organization eventually influence development, growth and culture of the units that they start, and their influence remains throughout their lives (Schein, 1987).

Now most popular, acceptable and people-oriented definition of entrepreneurship has emerged. Entrepreneurship is a process that influences discovery, evaluation, and exploration of opportunities to introduce new products, services, processes, ways of organizing, or markets (Shane & Venkataraman, 2000; Venkataraman, 1997). Collins and David (1964) had done studies at Michigan State University. This was done by using series of interviews and psychological tests, they concluded regarding the people who start their own business are the men who is positively attracted to success. Entrepreneurs are unique that they found an outlet for their creativity by making out of an undifferentiated mass of circumstances a creation uniquely their own. Cooper, Woo, and Dunkelberg (1988) argue that entrepreneurs exhibit extreme optimism in their decision-making processes. In a study of 2004 entrepreneurs they report that 81% indicate their personal odds of success as greater than 70% and a remarkable 33% seeing odds of success of 10 out of 10.

Liles (1974) identified that entrepreneurs, in fact, have been described as people who like to take risks. Risk covers a multitude of areas, all of which impinge in most instances upon entrepreneurial decision. Only when an individual considers starting a company as a serious alternative does his perception of risk become a key factor. Risk in this context has three elements:

1. The perceived “odds” of various good and bad events occurring
2. The perceived consequences of these events
3. The perceived seriousness of these consequences
It should be noted that all three aspects of risks are subjective. The individual’s assessment of the risk is what influences his decision. Entrepreneurs have been described as ‘moderate’ risk-takers; who take ‘calculated risks’ also argued that successful entrepreneurs have ability to minimise the risks they take (Timmons, 1985). Entrepreneurs frequently regard more formal organizations with some suspicion. Typically, they regard flair and hunch as indispensable to success and tend to be skeptical of systematic or scientific procedures. They usually cherish their independence and are reluctant to see their enterprises grow beyond a certain size lest that independence be threatened. The problem likely to be encountered in the transformation of a firm from a one-man concern to a more formal business enterprise, therefore, are considerable, but provided that the entrepreneur is aware of at least some of the difficulties and takes steps to overcome them, there seems to be no reason why the transition should not be accomplished. Clearly, many large businesses began as entrepreneurial concerns and have effected successful development (Berry, 1975).

Motivation

Today virtually all people, practitioners and scholars have their own definitions of motivation. Usually one of the following words are included in the definitions are desires, wants, wishes, aims, goals, needs, desires, motives and incentives. Motivation is a word used to refer to the reason or reasons for engaging in a particular behavior especially human behavior. These reasons may include a drive, a need, a desire to achieve a goal, a state of being, or an ideal. In human beings, motivation involves both conscious and subconscious drives. It is a driving force that is telling you to behave or act in a certain way that will lead to something that you desire.

The term motivation traced to the Latin word “movere” which means to move. The meaning is evident in the comprehensive definition: Motivation is a process that starts with a physiological or psychological deficiency or need that activates behavior or a drive that is aimed at goal or incentives. Thus, the key to understand the process of motivation lies in the meaning of, and relationship between needs, drives and incentives (Luthans, 1992). Motivation means the switching of some pattern of behavior, of a program of action specified within the individual. That program might be innate or it might have been modified by experience. Although the word “motive” suggest a source of energy that triggers stimulus is not itself that source, rather it releases an internal source of energy, somewhat like switching on television set (Laming, 2004).

Motivation is the concept we use when we describe the forces acting on or within an organism to initiate and direct behavior. It is the concept to explain differences in the intensity of behavior. More intense behaviors are considered to be the result of higher levels of motivation. Motivation is also the concept to indicate the direction of behavior. For example when someone is hungry, they direct behavior in a way to get food (Petri, 1986). The contemporary (immediate) influences on the direction, vigour, and persistence on action (Atkinson, 1964). A process governing choice by person or lower organism among alternatives forms of voluntary activity (Vroom, 1964). A state arising in processes that are internal or external to the individual, in which the person perceives hat it is appropriate to pursue a certain
course of action (or actions) directed at achieving a specified outcome (or outcomes) and in which the person chooses to pursue these outcomes with a degree of vigour and persistence (Rollinson, Edward, & Broadfeild, 1998). According to Porter and Lawler (1968) motivation theory attempts to explain: how behaviors get started, is energized, is sustained, is directed, is stopped, and what kind of subjective reaction is present in the organism while all this is going on.

**Work Motivation**

Work motivation is the process that initiates and maintains goal-directed performance. It energizes individual’s thinking, fuels the enthusiasm and colors all the positive and negative emotional reactions to work and life. Generally, motivation generates the mental effort that drives an individual to apply their knowledge and skills. Without motivation, even the most capable person will refuse to work hard. Finally, work motivation leads the employee to invest more or less cognitive effort to enhance both the quality and quantity of work performance (Clark, 1998). The psychological forces that determine the direction of a person’s behavior in an organization, a person’s level of effort, and a person’s level of persistence. An organization’s employees are its greatest assets. No matter how efficient the technology and equipment may be, it is no match for the effectiveness and efficiency of the staff (Tinokla, 2008).

Work motivation is a process governing choice made by persons among alternative forms of voluntary activity. When studying motivation as it relates to the work place, the goal is to define what is more appropriate in terms of motivation to excel in a particular job requirement (Vroom, 1964). Clark (2003) argued that it is crucial to note that work motivation does not directly influence work performance. Instead, motivation leads the person to use specific knowledge and skills and apply them effectively to work tasks. It is the force that initiates, starts, energizes and continues the application of own experiences and expertise. Successful performance always involves the cooperation of motivation and knowledge in supportive work environments. Without adequate knowledge, motivation alone does not increase useful performance. Thus adequate motivation is necessary, but not sufficient for effective performance.

According to Adeyemo (2000) work motivation is a tool with which managers can use in organizations. If managers know what drives the people working for them, they can tailor job assignments and rewards to what makes these people “tick.” Motivation can also be conceived of as whatever it takes to encourage workers to perform by fulfilling or appealing to their needs. According to Edginton, Hudson, and Lankford (2001) motivation plays an exceedingly important role in moving an organization towards excellence. Pinder (1998) has described work motivation as the set of forces, internal (individual needs and motives) and external (environmental forces), that initiate work-related behavior and determine its form, direction, intensity and duration.

**Classification of Work Motivation**

**Intrinsic Motivation.** It would include involvement in behavioral pattern, thought process, action, activity or reaction for its own sake and without an obvious external incentive.
for doing so. A hobby is an example. It is beneficial for the employees at work place. Logically, people work hard when the work is enjoyable, rewarding and enhance the comfort level. More recent theories look at more complexes, intrinsic underlying factors e.g. personal goals, competency beliefs and personal evaluations of self-worth (McLean, 2003).

Extrinsic Motivation. It would include circumstances, situations, rewards or punishment, both tangible and intangible that participation in results in an external benefit. Tangible benefits could include monetary reward or a prize. Intangible could include things like adoration, recognition, and praise. Behavioral theories look towards providing rewards and punishments and external extrinsic motivators. Reward systems in schools generally involve extrinsic motivation (McLean, 2003).

Cameron and Pierce (1994) identified that sometimes people worry that extrinsic motivators and rewards can undermine the aim of developing intrinsic motivation, particularly if rewards are given for something that the young person would have done anyway. This is true if the reward has nothing to do with performance. However, for most tasks there is no evidence of rewards undermining intrinsic motivation. Rewards increase intrinsic motivation when they are dependent on the quality of the performance and not merely on participation; based on competence for boring tasks and social rather than material.

Entrepreneur possesses positive attributes like innovation, creativity, flexibility and sensitivity. An entrepreneur is a person who has a very high aptitude for taking initiatives in a real life scenario for socio-economic development and personal growth. This study aim to bring the lime light on these innovators and creators. This study is important because they are revolutionist, self-sufficient, self-reliance, and aspire by their own. Since, Pakistan is an under-developed country it might be fruitful to study and locate these self-employed because they are willing to take financial, professional, and even personal risks and have the ability to pave their own way to cope.

Being an entrepreneur has never been about the money but rather being a self-starter. It is a great experience taking an idea to fruition, and it should be an excellent experience for all (Jindrick, 2007). It is the best way to control one's future is to start young and come up with innovative ideas (Colick, 2005).

Starting any new venture at any age is not easy. There are certain risks, but the rewards are usually worth it. The success of a small business depends on the initiative of an individual entrepreneur to create a visible business. Therefore, the study aim to discover the motivational factors of individual to embark on an entrepreneurial career becomes an important factor in stimulating entrepreneurship. Entrepreneurs are leaders who hold a fair share of leadership traits, like risk taking, goal setting, overcoming obstacles and making the vision towards the reality of life. The leadership styles adopted by entrepreneurs serve as a hallmark and foundation stone for the success of an entrepreneur to take a bold initiative in order to ensure their survival in the work of competition. They enjoy the competitive edge by initiating the business and leading it by practicing their leadership styles. So, the purpose of this study is to know about the leadership styles adopted by the entrepreneurs it is important because they are self-made have more vision, enthusiasm, and are more self-confident.
METHOD

Objectives

1. To determine the intrinsic and extrinsic motivation of small businesses entrepreneurs
2. To find out the Leadership styles possessed by entrepreneurs.

Hypotheses

1. Intrinsic motivation will positively related to transformational leadership
2. Extrinsic motivation will positively related to transactional leadership
3. Intrinsic and extrinsic motivation will negatively related to laissez faire leadership

Sample

This study administered to a sample of 75 entrepreneurs belonging to different small businesses. All of them were male. These entrepreneurs has been selected purposefully those who will easily be accessible and ready to participate. In the case of any ambiguity clarification of respondent’s queries was assured. This minimized misinterpretation of questions. Their age ranged from 35- 60 years.

Instruments

Work Preference Inventory (WPI). Work preference inventory developed by Amabile (1995) was used for the assessment of motivational orientation of employees. WPI consists of 30 questions designed to assess working adults overall intrinsic and extrinsic motivational orientation towards their work. In addition to the primary scale of intrinsic and extrinsic orientation, the WPI is also scored on 4 secondary scales. As the intrinsic primary scale subdivided in to sub scale of challenge and enjoyment. The extrinsic primary scale subdivided in to outward and compensation secondary scales. These scales are described below.

Intrinsic motivation. It consists of 15 items 3, 5, 7, 8, 9R, 11, 13, 14R, 17, 20, 23, 26, 27, 28, 30 which are subdivided in two secondary scales, namely enjoyment and challenge. These dimensions deal with those motivational orientations of employees, which purely show their intrinsic motivation factor, which make the perception of their work environment more pleasant.

Enjoyment. This subscale consists of 10 items 5, 7, 8, 11, 17, 20, 23, 28, 30 aimed at assessment of intrinsic motivation. High score on this scale tend to be strongly motivated by curiosity and self-expression in their work, and they can get so absorbed in their work that they forget about everything else. They prefer to figure things out for themselves and set their own goals. High scores means to learn from their work, and they feel it is very important to enjoy what they do.

Challenge. This subscale consists of 5 items 3, 9R, 13, 14R, 26, 27 for the assessment of intrinsic motivation. High scores on this orientation means that people tend to enjoy solving
new, difficult and complex problems. They are not satisfied by straightforward task and they prefer work that stretches their abilities.

**Extrinsic motivation.** This dimension contains hygienic factor of work environment. Extrinsic motivation employee takes the forces from work environment as motivators. It contains 15 items 1R, 2, 4, 6, 10, 12, 15, 16R, 18, 19, 21, 22R, 24, 25, 29 which are subdivided in to two groups of secondary scales?

**Out ward.** This subscale consists of 10 items 1R, 2, 6, 12, 15, 18, 21, 24, 25, 29 people who score high on this orientation tend to be motivated by recognition, sensitive to others opinion of their work and ideas. They tend to judge their success relative to other people. In addition high scorers prefer to work with clear goals and procedures.

**Compensation.** This subscale consists of 5 items 4, 10, 16R, 19, 22R high scorers tend to be strongly motivated by compensation, which they receive for their work. Workers are keenly aware of their income and goals.

**Multifactor Leadership Scale (MLQ).** Bass and his colleagues (1985) identify components of transformational leadership which are further measured with the Multifactor Leadership Questionnaire (MLQ). A total of 36 statements were classified transformational, transactional and charismatic leadership.

**Transformational leadership.** The truly transformational leader who is seeking the greatest good for the greatest number and is concerned about doing what is right and honest is likely to avoid stretching the truth or going beyond the evidence for he/she wants to set an example to followers about the value of valid and accurate communication in followers. It consists of 20 items (10, 18, 21, 25, 15, 19, 29, 31, 9, 13, 26, 36, 6, 14, 23, 34, 2, 8, 30, 32). The following four components of transformational leadership were developed:

**Charismatic leadership.** Transformational leaders are role models; they are respected and admired by their followers. Followers identify with leaders and they want to emulate them. Leaders have a clear vision and sense of purpose and they are willing to take risks. This subscale measures 4 items (10, 18, 21, 25).

**Idealized influence.** The leader communicates personal respect to the followers by giving them specialized attention and by recognizing each one’s unique need. This subscale consist of 4 items (6, 14, 23, 34).

**Inspirational motivation.** Transformational leaders behave in ways that motivate others, generate enthusiasm and challenge people. These leaders clearly communicate expectations and they demonstrate a commitment to goals and a shared vision. The subscale measures 4 items (9, 13, 26, 36).

**Intellectual stimulation.** Transformational leaders actively solicit new ideas and new ways of doing things. They stimulate others to be creative and they never publicly correct or criticize others. (2, 8, 30, 32).
Individualized consideration. Transformational leaders pay attention to the needs and the potential for developing others. These leaders establish a supportive climate where individual differences are respected. This subscale consists of 4 items (15, 19, 29, 31).

Transactional leadership. Bass’ model of leadership also includes three dimensions of transactional leadership: contingent reward, management-by-exception, and management by passive. Its principle is to motivate by exchange process. It seeks to motivate employees by giving those rewards which appealing to their self-interest. This scale consists of 12 items (1, 11, 16, 35, 4, 22, 24, 27, 3, 12, 17, 20) which subdivide into three subscales.

Contingent reward. It relates back to earlier work conducted by Burns (1978) where the leader assigns work and then rewards the follower for carrying out the assignment. It measures 4 items (1, 11, 16, 35).

Management-by-exception. It is when the leader monitors the follower, and then corrects him/her if necessary. It consists of 4 items (4, 22, 24, 27).

Management by passive. It includes waiting passively for errors to occur and then taking corrective action. It measures 4 items (3, 12, 17, 20).

Laissez-faire leadership. It is virtually an avoidance of leadership behaviors. Leadership behaviors are ignored and no transactions are carried out. It is neither transactional nor transformational. This scale measures 4 items (5, 7, 28, 33).

Procedure

The researcher aimed to seek respondents of small businesses entrepreneurs of Pakistan. To achieve my research objectives the following questionnaire has been filled by the respondents. Multifactor Leadership Questionnaire used to find out the leadership styles of entrepreneurs. Work Preference Inventory used to find out the motivational level of entrepreneurs. The respondents filled the questionnaire as objectively as possible.

RESULTS

This empirical study aimed to investigate about the intrinsic and extrinsic motivation and leadership styles among small businesses entrepreneurs. The sample consisted of 75 entrepreneurs from different businesses of Rawalpindi and Islamabad. The following results were obtained.
Table 1  
*Frequencies and Percentages of Type of Enterprise on dimension of Multifactor Leadership Scale (N=75)*

<table>
<thead>
<tr>
<th>Type of Enterprise</th>
<th>Transformational ((n = 43))</th>
<th>Transactional ((n = 32))</th>
</tr>
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<tbody>
<tr>
<td></td>
<td>(F)</td>
<td>%</td>
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<tr>
<td>Garments</td>
<td>12</td>
<td>54.5</td>
</tr>
<tr>
<td>Shoe business</td>
<td>15</td>
<td>71.4</td>
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<tr>
<td>Food chain</td>
<td>7</td>
<td>41.2</td>
</tr>
<tr>
<td>Super store</td>
<td>9</td>
<td>60.0</td>
</tr>
</tbody>
</table>

The above table shows the frequencies and percentages of type of enterprise and leadership style in the data. The data shows that superstore entrepreneurs scored high on transformational leadership dimension and food chain business entrepreneurs scored high on transactional leadership dimension.

Table 2  
*Frequencies and Percentages of Previous Experience on dimension of Multifactor Leadership Scale (N = 75)*

<table>
<thead>
<tr>
<th>Previous Experience</th>
<th>Transformational ((n = 43))</th>
<th>Transactional ((n = 32))</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>(F)</td>
<td>%</td>
</tr>
<tr>
<td>1-3 Years</td>
<td>34</td>
<td>79.1</td>
</tr>
<tr>
<td>4-6 Years</td>
<td>9</td>
<td>20.9</td>
</tr>
</tbody>
</table>

The above table shows the frequencies and percentages of previous experience of entrepreneurs. The results showed that less experienced entrepreneurs scored high on transformational leadership and less experienced also scored high on transactional leadership.

Table 3  
*Frequencies and Percentages of No. of Employees on Dimension of Multifactor Leadership Scale (N = 75)*

<table>
<thead>
<tr>
<th>No. of Employees</th>
<th>Transformational ((n = 43))</th>
<th>Transactional ((n = 32))</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>(F)</td>
<td>%</td>
</tr>
<tr>
<td>30-40</td>
<td>8</td>
<td>18.6</td>
</tr>
<tr>
<td>40-60</td>
<td>9</td>
<td>20.9</td>
</tr>
<tr>
<td>65-75</td>
<td>5</td>
<td>11.6</td>
</tr>
<tr>
<td>80-90</td>
<td>11</td>
<td>25.6</td>
</tr>
<tr>
<td>95-110</td>
<td>8</td>
<td>18.6</td>
</tr>
<tr>
<td>120-130</td>
<td>1</td>
<td>2.3</td>
</tr>
<tr>
<td>135-140</td>
<td>1</td>
<td>50.0</td>
</tr>
</tbody>
</table>
The above table shows the frequencies and percentages of the number of employees of business of entrepreneurs. The data shows that those with more employees scored high on transformational leadership and those with middle amount of employees scored high on transactional leadership.

**Table 4**
*Frequencies and Percentages of Education on Dimension of Multifactor Leadership Scale (N=75)*

<table>
<thead>
<tr>
<th>Education</th>
<th>Transformational (n = 43)</th>
<th>Transactional (n = 32)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>f</td>
<td>%</td>
</tr>
<tr>
<td>Matric</td>
<td>18</td>
<td>52.1</td>
</tr>
<tr>
<td>Intermediate</td>
<td>25</td>
<td>66.7</td>
</tr>
</tbody>
</table>

The above table shows frequencies and percentages of education of entrepreneurs. The result shows that high qualified entrepreneurs scored high on transformational leadership and less qualified entrepreneurs also high on transactional leadership.

**Table 5**
*Frequencies and Percentages of Age on Dimension of Multifactor Leadership Scale (N=75)*

<table>
<thead>
<tr>
<th>Age (Years)</th>
<th>Transformational (n = 43)</th>
<th>Transactional (n = 32)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>f</td>
<td>%</td>
</tr>
<tr>
<td>30-34</td>
<td>3</td>
<td>7.0</td>
</tr>
<tr>
<td>34-37</td>
<td>3</td>
<td>7.0</td>
</tr>
<tr>
<td>38-40</td>
<td>13</td>
<td>32.6</td>
</tr>
<tr>
<td>41-43</td>
<td>3</td>
<td>7.0</td>
</tr>
<tr>
<td>44-46</td>
<td>10</td>
<td>23.3</td>
</tr>
<tr>
<td>47-49</td>
<td>6</td>
<td>11.6</td>
</tr>
<tr>
<td>50-55</td>
<td>5</td>
<td>11.6</td>
</tr>
</tbody>
</table>

The above table shows frequencies and percentages of age of entrepreneurs. The results show that those who in between 44-46 age range scored high on transformational leadership and those who in between 38-40 age range scored high on transactional leadership.
Table 6
*Frequencies and Percentages of Type of Enterprise on dimension of Work Preference Inventory (N=75)*

<table>
<thead>
<tr>
<th>Types of Motivation</th>
<th>Type of Enterprise</th>
<th>Intrinsic (n = 43)</th>
<th>Extrinsic (n = 32)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>f</td>
<td>%</td>
<td>f</td>
</tr>
<tr>
<td>Garments</td>
<td>12</td>
<td>54.5</td>
<td>10</td>
</tr>
<tr>
<td>Shoe business</td>
<td>15</td>
<td>71.4</td>
<td>6</td>
</tr>
<tr>
<td>Food chain</td>
<td>7</td>
<td>41.2</td>
<td>10</td>
</tr>
<tr>
<td>Super store</td>
<td>9</td>
<td>60.0</td>
<td>6</td>
</tr>
</tbody>
</table>

The above table shows frequencies and percentages of type of enterprise on intrinsic and extrinsic motivation. The data shows that shoe business entrepreneurs scored high on intrinsic motivation and food chain business entrepreneurs scored high on extrinsic motivation.

Table 7
*Frequencies and Percentages of Previous Experience on dimension of Work Preference Inventory (N=75)*

<table>
<thead>
<tr>
<th>Previous Experience</th>
<th>Intrinsic (n = 57)</th>
<th>Extrinsic (n = 18)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>f</td>
<td>%</td>
</tr>
<tr>
<td>1-3</td>
<td>32</td>
<td>82.1</td>
</tr>
<tr>
<td>4-6</td>
<td>25</td>
<td>69.4</td>
</tr>
</tbody>
</table>

Table 7 shows frequencies and percentages of previous experience of entrepreneurs with intrinsic and extrinsic motivation. The results shows that less experienced entrepreneurs scored high on intrinsic motivation and more experienced entrepreneurs scored high on extrinsic motivation.

Table 8
*Frequencies and Percentages of No of Employees on dimension of Work Preference Inventory (N=75)*

<table>
<thead>
<tr>
<th>Type of Motivation</th>
<th>Intrinsic (n = 39)</th>
<th>Extrinsic (n = 36)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>f</td>
<td>%</td>
</tr>
<tr>
<td>30-40</td>
<td>7</td>
<td>17.9</td>
</tr>
<tr>
<td>40-60</td>
<td>9</td>
<td>23.1</td>
</tr>
<tr>
<td>65-75</td>
<td>5</td>
<td>12.8</td>
</tr>
<tr>
<td>80-90</td>
<td>10</td>
<td>25.6</td>
</tr>
<tr>
<td>95-110</td>
<td>7</td>
<td>17.9</td>
</tr>
<tr>
<td>120-130</td>
<td>1</td>
<td>2.6</td>
</tr>
<tr>
<td>135-140</td>
<td>0</td>
<td>0.0</td>
</tr>
</tbody>
</table>
The above table shows frequencies and percentages of no of employees of entrepreneurs’ business. The data shows those who has 80-90 no of employees scored high on intrinsic motivation and those who has 80-90 employees also scored high on extrinsic motivation.

Table 9  
*Frequencies and Percentages of Education on Dimension of Work Preference Inventory (N=75)*

<table>
<thead>
<tr>
<th>Education</th>
<th>Type of Motivation</th>
<th>Intrinsic (n = 39)</th>
<th>Extrinsic (n = 36)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>f</td>
<td>%</td>
<td>f</td>
</tr>
<tr>
<td>Matric</td>
<td>22</td>
<td>45.8</td>
<td>26</td>
</tr>
<tr>
<td>Intermediate</td>
<td>17</td>
<td>63.0</td>
<td>10</td>
</tr>
</tbody>
</table>

The above table shows frequencies and percentages of education level of entrepreneurs and intrinsic, extrinsic motivation. The above results shows that less qualified entrepreneurs scored high on intrinsic motivation and less qualified entrepreneurs also scored high on extrinsic motivation.

Table 10  
*Frequencies and Percentages of Age on dimension of Work Preference Inventory (N=75)*

<table>
<thead>
<tr>
<th>Leadership Style</th>
<th>Age (Years)</th>
<th>Intrinsic (n = 39)</th>
<th>Extrinsic (n = 36)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>F</td>
<td>%</td>
<td>f</td>
</tr>
<tr>
<td></td>
<td>30-34</td>
<td>2</td>
<td>5.1</td>
</tr>
<tr>
<td></td>
<td>34-37</td>
<td>3</td>
<td>7.7</td>
</tr>
<tr>
<td></td>
<td>38-40</td>
<td>12</td>
<td>30.8</td>
</tr>
<tr>
<td></td>
<td>41-43</td>
<td>3</td>
<td>7.7</td>
</tr>
<tr>
<td></td>
<td>44-46</td>
<td>9</td>
<td>23.1</td>
</tr>
<tr>
<td></td>
<td>47-49</td>
<td>6</td>
<td>15.4</td>
</tr>
<tr>
<td></td>
<td>50-55</td>
<td>4</td>
<td>10.3</td>
</tr>
</tbody>
</table>

Table 10 shows frequencies and percentages of age of entrepreneurs. The data shows that those are between 38-40 age range scored high on intrinsic motivation and those who between 38-40 age range also scored high on extrinsic motivation.

The correlation between transformational leadership and intrinsic motivation. The result shows that there is a significant positive relationship ($r = .94, p < .01$) between transformational leadership and intrinsic motivation. Correlation between extrinsic motivation and transactional leadership. The result shows that there is a significant positive relationship ($r = .92, p < .01$) between transactional leadership and extrinsic motivation.
Table 11  
*Correlation between Intrinsic, Extrinsic Motivation and Laissez faire Leadership (N=75)*  

<table>
<thead>
<tr>
<th>Scales</th>
<th>No. of Items</th>
<th>r</th>
</tr>
</thead>
<tbody>
<tr>
<td>Laissez faire Leadership</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>Intrinsic Motivation</td>
<td>15</td>
<td>-.37*</td>
</tr>
<tr>
<td>Extrinsic Motivation</td>
<td>15</td>
<td></td>
</tr>
</tbody>
</table>

**p < .01**

The above table shows correlation between intrinsic, extrinsic motivation and laissez faire leadership. The result shows that there is a significant negative relationship between intrinsic, extrinsic motivation and laissez faire leadership.

Table 12  
*Classification Table of Leadership Styles by using Binary Logistic Regression Analysis (N=75)*  

<table>
<thead>
<tr>
<th>Predicted Leadership Styles</th>
<th>Observed Percentage Correct</th>
</tr>
</thead>
<tbody>
<tr>
<td>Transformational Leadership</td>
<td>100</td>
</tr>
<tr>
<td>Transactional Leadership</td>
<td>0</td>
</tr>
</tbody>
</table>

Overall Percentage 57.3%

a. Constant is included in the model
b. The cut off value is .500

The above classification table compares the predicted values for the dependent variable, based on the regression model, with the actual observed values in the data. The above table shows that observed and predicted values of the leadership styles are the same and the success rate is 57.3%.

Table 13  
*Effects of the variables those are currently in the Logistic Regression Equation (N=75)*  

<table>
<thead>
<tr>
<th>Leadership Styles and Types of Motivation</th>
<th>B</th>
<th>S.E.</th>
<th>Wald</th>
<th>df</th>
<th>p</th>
<th>Exp (B)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>-.295</td>
<td>.233</td>
<td>1.602</td>
<td>1</td>
<td>.001</td>
<td>.744</td>
</tr>
</tbody>
</table>

df = 1

The above table displays the effects of variables those are in the regression equation. The weighting value of B shows the magnitude along with the scale to indicate that leadership styles and types of motivation both have a positive effect on each other. The Wald value with the degree of freedom shows the significance at .001 level. So the result shows high value of Wald which means the both variables are highly significant. Exp (B) used to help in interpreting the meaning of regression and the value is meaningful to predict the relationship between types of motivation and leadership styles.
Table 14
*Initial Iteration History Table of Type of Enterprise and Types of Motivation by using Binary Logistic Regression Analysis (N=75)*

<table>
<thead>
<tr>
<th>Iteration</th>
<th>-2 Log Likelihood</th>
<th>Coefficients</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>102.35</td>
<td>-.29</td>
</tr>
<tr>
<td>2</td>
<td>102.35</td>
<td>-.29</td>
</tr>
<tr>
<td>3</td>
<td>102.35</td>
<td>-.29</td>
</tr>
</tbody>
</table>

a. Constant is including in the model  
b. Initial -2Log Likelihood is 102.353  
c. Estimation terminated at iteration number 3 because parameter estimates changed by less than .001

The above iteration history table shows the initial interaction between two categorical variables that is entrepreneur’s type of enterprise and their types of motivation. It shows that interaction of both variables was entered into the model.

Table 15
*Iteration History Table of Type of Enterprise and Types of Motivation by using Binary Logistic Regression Analysis (N=75)*

<table>
<thead>
<tr>
<th>Iteration</th>
<th>-2 Log Likelihood</th>
<th>Coefficients</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>36.13</td>
<td>1.55 -3.55</td>
</tr>
<tr>
<td>2</td>
<td>28.46</td>
<td>1.99 -5.13</td>
</tr>
<tr>
<td>3</td>
<td>26.30</td>
<td>2.07 -6.25</td>
</tr>
<tr>
<td>4</td>
<td>25.54</td>
<td>2.07 -7.27</td>
</tr>
<tr>
<td>5</td>
<td>25.27</td>
<td>2.07 -8.27</td>
</tr>
<tr>
<td>6</td>
<td>25.17</td>
<td>2.07 -9.28</td>
</tr>
<tr>
<td>7</td>
<td>25.13</td>
<td>2.07 -10.28</td>
</tr>
</tbody>
</table>

a. Method: Forward Stepwise (Likelihood)  
b. Constant is including in the model  
c. Initial -2Log Likelihood is 102.353  
d. Estimation terminated at iteration number 7 because parameter estimates changed by less than .001

The above iteration history table shows the Block 1: Forward Stepwise Likelihood Ratio. It shows interaction between two categorical variables that is entrepreneur’s type of enterprise and their type of motivation. It shows that interaction of both variables was entered into the model.
Table 16  
**Binary Logistic Regression Variables not in the equation and their significance level (N=75)**

<table>
<thead>
<tr>
<th>Variables</th>
<th>Score</th>
<th>df</th>
<th>p</th>
</tr>
</thead>
<tbody>
<tr>
<td>Motivation type (1)</td>
<td>60.46</td>
<td>1</td>
<td>.00</td>
</tr>
<tr>
<td>Type of Enterprise</td>
<td>3.63</td>
<td>3</td>
<td>.30</td>
</tr>
<tr>
<td>Type of Enterprise (1)</td>
<td>.09</td>
<td>1</td>
<td>.75</td>
</tr>
<tr>
<td>Type of Enterprise (2)</td>
<td>2.36</td>
<td>1</td>
<td>.12</td>
</tr>
<tr>
<td>Type of Enterprise (3)</td>
<td>2.34</td>
<td>1</td>
<td>.12</td>
</tr>
<tr>
<td>Type of Enterprise * Motivation Type</td>
<td>37.20</td>
<td>3</td>
<td>.00</td>
</tr>
<tr>
<td>Type of Enterprise (1) by Motivation Type (1)</td>
<td>9.59</td>
<td>1</td>
<td>.00</td>
</tr>
<tr>
<td>Type of Enterprise (2) by Motivation Type (2)</td>
<td>10.63</td>
<td>1</td>
<td>.00</td>
</tr>
<tr>
<td>Type of Enterprise (3) by Motivation Type (3)</td>
<td>5.74</td>
<td>1</td>
<td>.01</td>
</tr>
<tr>
<td>Overall Statistics</td>
<td>63.10</td>
<td>7</td>
<td>.00</td>
</tr>
</tbody>
</table>

The above table shows the variables that are not entered into the equation. The overall significance level indicates that there is a highly positive significant relationship among type of enterprise and types of motivation.

Table 17  
**Chi-Square in Logistic Regression Analysis (N=75)**

<table>
<thead>
<tr>
<th>Step</th>
<th>$\chi^2$</th>
<th>df</th>
<th>p</th>
</tr>
</thead>
<tbody>
<tr>
<td>Block</td>
<td>77.23</td>
<td>1</td>
<td>.001</td>
</tr>
<tr>
<td>Model</td>
<td>77.23</td>
<td>1</td>
<td>.001</td>
</tr>
</tbody>
</table>

$df=1$

The above table shows the omnibus tests of model coefficients by performing chi-square in logistic regression analysis. The findings indicate that the independent variable (i.e., Types of Motivation) has a significantly positive impact on dependent variable (Leadership Styles).

Table 18  
**Cox & Snell $R^2$ and Nagelkerke $R^2$ of Leadership Styles (N=75)**

<table>
<thead>
<tr>
<th>Step</th>
<th>-2 Log likelihood</th>
<th>Cox &amp; Snell $R^2$</th>
<th>Nagelkerke $R^2$</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>25.11</td>
<td>.64</td>
<td>.86</td>
</tr>
</tbody>
</table>

a. Estimation terminated at iteration number 7 because parameter estimates changed by less than .001

The above table shows the estimates of the $R^2$ value (86%) which indicates powerful prediction of leadership styles and its positive relationship with types of motivation.

**DISCUSSION**

This empirical study aimed to investigate about the intrinsic and extrinsic motivation and leadership styles among small businesses entrepreneurs. The sample consisted of 75 entrepreneurs from different businesses of Rawalpindi, Islamabad and purposive sampling...
technique was used to collect data. To obtain the data questionnaire was to be filled personally. The data was collected with the help of Multifactor Leadership Questionnaire (MLQ) and Work Preference Inventory (WPI). The Cronbach’s Alpha Coefficient was calculated to find out the internal consistency of the items on the scale. The (α) value of the entire Multifactor Leadership Questionnaire was found to be (α =.67) which indicated that scale is reliable (see Table 1). The Cronbach’s Alpha Coefficient was also calculated to find out the internal consistency of the items on Work Preference Inventory. It was found that (α =.61) indicated that scale is reliable (see Table 2). Demographic sheet was developed to obtain certain biographical data about entrepreneurs such as age, type of enterprise, education, previous experience and number of employees. Frequency analysis of the demographic information was done related to leadership style and type of motivation both.

The findings of frequency and percentage analyses had shown that superstore entrepreneurs scored high on transformational leadership and entrepreneurs who had food chain business scored high on transactional leadership dimension (see Table 3). Secondly, the other frequency and percentage analyses of demographic information had shown that those who had less previous experience scored high on transformational leadership and less previous experienced entrepreneurs also had transactional leadership qualities (see Table 4). Frequency and percentage analyses on number of employees of entrepreneur’s business has shown that those who had more number of employees ranged 135-140 scored high on transformational leadership and those who had 80-90 ranged employees scored high on transactional leadership dimension (see Table 5). Frequency and percentage analyses of Education had shown that high qualified entrepreneurs had transformational leadership qualities and less qualified entrepreneurs scored high on transactional leadership (see Table 6).

Demographic information was collected related to age of the entrepreneurs and a frequency and percentage analysis was also done. The results shows that those who had 44-46 age range was more transformational leaders and who had 38-40 age range scored high on transactional leadership (see Table 7). The same percentage analyses of demographic information were done to find out the motivation type of entrepreneurs. The results had shown that shoe business entrepreneurs scored high on intrinsic motivation and food chain business entrepreneurs scored high on extrinsic motivation (see Table 8). Frequency and Percentage analysis of previous experience was also done. The findings had shown that less experienced entrepreneurs scored high on intrinsic motivation and highly experienced scored high on extrinsic motivation (see Table 9). The findings of frequency and percentage analysis had shown that those who had 80-90 ranged number of employees scored high on intrinsic motivation and the same ranged number of employees scored high on extrinsic motivation (see Table 10).

Frequency and Percentage analysis of education had shown that high educated entrepreneurs are intrinsically motivated and less qualified are extrinsically motivated (see Table 11). The demographic information gathered related to age of the entrepreneurs and frequency and percentage analyses had shown that those who had age range 38-40 scored high on intrinsic motivation and the same age range entrepreneurs scored high on extrinsic motivation (see Table 12). To find out the significance relationship between leadership styles and types of motivation among small businesses entrepreneurs Pearson Correlation was
performed on the data. First of all the scores of leadership style and type motivation was computed then correlation analysis was performed to find out the significance relationship between the variables. The results of this study supported the research hypothesis that the intrinsic motivation is positively related to transformational leadership. According to correlation analysis the \( r = .94, p < .01 \) which is highly significant (see Table 13). This conclusion corroborated with empirical studies and supported by the literature. Transformational leadership has become increasingly important in entrepreneurship (Wonacott, 2001) and motivation among them is also important and foremost factor of entrepreneurship qualities (Buriak & Shinn, 1993; Hughes & Barrick, 1993). Transformational leadership behaviors do make a difference because they positively related to intrinsic motivation (Leithwood & Jantzi, 1997; Silins, 1994) and in turn, related to the satisfaction of employees and their success (Sashkin & Wahlberg, 1993; Ogawa & Bossert, 1995).

It was also hypothesized that extrinsic motivation is positively related to transactional leadership. The correlation analysis had disclosed \( r = .92, p < .01 \) which is highly significant positive relationship among variables and correlation at 0.01 significant level (see Table 14). This is highly supported by research literature. According to Burns (1978) Transactional leaders approach followers with the intent to exchange one thing for another. They have increase level of extrinsic motivation (Avolio & Bass, 2002). It was also assumed that intrinsic and extrinsic motivation is negatively related to laissez faire leadership. The correlation analysis had shown that \( r = -.35, p < .01 \) which is negatively correlated with each other and both variables has significant negative relationship (see Table 15). This is highly supported by the research literature. The laissez faire leader does not help in making decisions and taking risks. They believe that people excel when they are left alone to respond to their responsibilities and obligations in their own ways (Bass, 1985). Laissez faire leadership is negatively related to all the components of motivation (Woodman, Sawyer & Griffin, 1993). Binary Logistic Regression Analysis was also administered on data to find out the probability whether leadership styles predicts relationship with types of motivation. The analysis first showed the classification table of leadership styles which indicated the observed and predicted values of leadership styles. The results had shown that both leadership styles (i.e., Transformational and Transactional Leadership Styles) predicted their presence in 57.3% of the time (see Table 16).

The table 17 shows effect of leadership style and types of motivation. The logistic regression analysis had indicated that leadership styles had positive impact on types of motivation. This table had also shown high significance level of the magnitude of B (Wald=1.602) in combination with degree of freedom and significance level and the results indicated a significant high effect of both variables on each other. Exp (B) was also calculated by binary logistic regression analysis which predicted meaningful relationship between types of motivation and leadership styles. Binary Logistic Regression Analysis showed initial iteration history (see Table 18) this indicated the -2 Log Likelihood value which means that the variables best fit in the regression analysis and have an interaction between types of enterprise and leadership styles and table 19 had shown the further step of iteration history which indicated the parameter estimates of relationship between two categorical variables that was type of enterprise of entrepreneurs and their types of motivation. Chi-Square (\( \chi^2 \)) was also performed on the data with the help of Binary Logistic Regression analysis to know about the significant relationship between the types of motivation and leadership styles. A Chi-Square analysis had
shown the significance at .001 level lower the value the higher the significance is and it has shown that there is a significant impact found on both types of motivation and leadership styles (see Table 20). The estimates of the $R^2$ value indicated powerful 86% prediction of leadership styles and its positive relationship with types of motivation (see Table 21).

Conclusion

The general aim of this research was to find out the relationship between intrinsic, extrinsic motivation and leadership styles among entrepreneurs. It is concluded that the intrinsic motivated entrepreneurs are transformational leader and extrinsic motivated entrepreneurs are transactional leaders. The laissez faire leadership style was also discussed and it got high support from literature that they are not motivated and different from transformational and transactional leaders. The study concluded that self-starter entrepreneurs are not laissez faire leaders. This study was highly supported by the literature review and the results of empirical study confirm the findings.

Limitations

There is a limited amount of literature on the relationship between full range theory of leadership and types of motivation and their application on entrepreneurship. Most of the theories on leadership and motivation originated from United States and western culture so there relevance in Pakistani society is questionable. The study was conducted in Rawalpindi and Islamabad so this limits the possibility of generalizing the results to the wider population as the sample is not representative of the general entrepreneurial population. The study only focused on motivation factors and leadership styles among entrepreneurs. It did not address other factors, such as unique social and environmental factors impinging on the environment in which the entrepreneur operates. Another limitation of this study is the questionnaire used in the research was in English. Majority of the entrepreneurs were less educated did not understand English.

Recommendations

This study will be further applied on female entrepreneurs. There are limited studies done on the difference between the leadership qualities among male and female entrepreneurs. More comparative studies should be done in order to determine the significant differences in motivation factors and leadership styles of females and male entrepreneurs. A deeper and broader understanding of entrepreneurship will be made if more studies on entrepreneurship in the all over Pakistan will be conducted. At present, this research conducted only on Rawalpindi and Islamabad entrepreneurs, who limited the study and the results, cannot be generalized to the all entrepreneurs. Future studies can be conducted to include the personality traits of entrepreneurs and also the specific aspect can be further study such as the effects of work and fatigue, pay and efficiency and how they affect an individual’s motivation to become entrepreneurs can also be conducted. The relationship between the social and the motivation of an individual to start his/her business can be researched. Job performance and Job satisfaction can be linked to entrepreneurial motivation research studies can be conducted. Further studies should be conducted to incorporate the physical environment in relation to entrepreneur’s
behavior. External factors such as the family, the individual’s reference group, broader social influences, cultural influences, market and environmental factors can also been scrutinized in relation to how they affect the entrepreneur to start their own business.

REFERENCES


Case Study on Beverages Industry

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Change in metropolitan lifestyle predicts a growing prospective for the beverage industry. The purpose of the present study was to explore the beverages industry in Pakistan that how it is contributing to our living and how organization’s departmental policies, goals, strategies and plans of action are working to serve mankind. A sample of 6 organizations was taken. Case study method was used to collect data from these organizations. The data was collected through Structured and Semi structured Interview. There were many open-ended questions that were developed on the basis of a predetermined checklist. Information taken from each participant (managers of the companies) was recorded, transcribed and analyzed by Interpretive Phenomenological Analysis. Three common themes emerged from the participants were organization’s human resource policies, organizational behaviors and their marketing polices. According to themes that emerged all organizations are strictly adhered to Human Resource Policies, Organizational Behaviors and Marketing polices. Although organizations vary in terms of strategies they use under the major themes. The results revealed that there is much potential in the beverages industry. All the organization’s goods attract a wide variety of consumers ranging from those having precise health requirements to those simply looking for hale and hearty refreshment. Based on several collected themes that emerged it was concluded that beverages Industry is very progressive and will be more developed in coming years.

Keywords: Beverages industry, semi structured interview, interpretive phenomenological analysis

Human beings are always found together to form groups or organizations in various forms to fulfill their needs. Clusters of different types of organizations began to form industries worldwide. The industries support human beings on individual and larger scale. To live life in hearty ways human beings need a variety of products that are used to give a healthy lifestyle i.e. beverages (Borgatti, 2002). Beverages consumption overall has enlarged in modern living, maybe due to community insight of beverages as a healthy natural source of nutrients and increased community interest in health matters. Lively and health learned people are no longer the main consumer of beverages. These days, the consumer foundation for beverages is vast. These goods attract a wide variety of consumers ranging from those having precise health requirements to those simply looking for hale and hearty refreshment. (Dennison, Rockwell, & Baker, 1997). After some time, the beverages industry will be confronted by these savoir-faire, confident, and prejudiced customers. Customers no longer observe these beverages as simple need for liquids with health payback. They see these goods helping other needs that robust a simple and rational proposal, such as ease of preparation, elevated level of accessibility, portability, and other reasons that construct a person’s awareness of value (Ezine, 2009).
Fruit Juice is defined by people as a typical wholesomeness for a beverage. This name is usually held in reserve for beverages that are 100% untainted fruit juice. While manufactured goods illustrated as the "nectar" of a fruit must hold a minimum of juice between 25% and 50%. A juice or nectar together with concentrate must state that it does. Beverage market is alienated into three wide sectors: fruit juices, health drinks and fruit drinks (Kelly & Porney, 1995). Non-alcoholic beverage typically containing water often fizzy water and a savor agent defined as the soft drink (also referred to as, fizzy drink, or soda). A lot of these beverages are sugared by high-fructose or in the case of "diet" drinks with a sugar alternate. Soft drink are called "soft" in difference to "hard drinks" that is, alcoholic beverages. Little quantity of alcohol may be present in a soft drink, if the drink is to be considered non-alcoholic than its concentration generally should be less than 0.5% of the total quantity (Ezine, 2009). Health awareness campaigns have been started by media to realize Pakistanis that beverages intake is as necessary as eating food. Beverages consumption pattern in urban and rural areas shows that it’s doing very well in both areas (Kelly & Porney, 1995).

### History of the Beverage Industry

For decades, consumers around the world have been drinking beverages. Now-a-days, it is available in a variety of ways in frozen concentrate, liquid form and packing including bottles, cans, and most commonly boxes. Till 1869, Juice wasn't really possible when a dentist in New Jersey, Dr. Thomas Welch, developed a process of pasteurization to prevent Juices from fermenting into alcohol. In the 1980, United States introduced the juice box, the competitor’s starts entering the market. While in the early 1990s, Minute Maid the first company that added the calcium to its juice boxes. Other competitors soon followed (Kelly & Porney, 1995). In the 17th century, the prior soft drinks market (non-carbonated) appeared in the Western world. They were made from water and lemon juice flavored with honey. In 1767, a method was discovered by Englishman Joseph Priestley of infusing water with carbon dioxide to make carbonated water. Soda water was the name that was given to his invention (Ezine, 2009).

### Beverage Industry in Pakistan

Beverage industry is one of the biggest and contributive sectors in Pakistan. Consumers used Beverages for refreshment and to increase nutritional quantities, that gives vitamins and minerals that regulates the functions of the body (Oppapers, 2010). Consumer’s usage increases in the hot weather increases all over the country; and readily available drinks become more valuable for consumers in large cities for seasonal consumers (especially in Northern areas). Most convenient time to market the beverages is when People everywhere in general and in northern areas get inclined to use fruit juices to gain extra power which supports extra physical activities (SMEDA, 2004). Pakistan beverage industry will get huge growth potential if proper backing would get introduced. Currently, Pakistan sold one million metric tons of cold beverages each year; most of them are colas while 90% represent carbonated soft drinks (SMEDA, 2010).

By the side of fact people in most of the countries still appear to favor carbonated drinks than the healthy perceived juices such as fruit juices. In many markets, increased number of people choosing diet or low calorie beverages has contributed to the overall used percentage of the beverages. Culture has given space to carbonated drinks in Pakistan and multinational
companies to maintained standards over the years to provide the country with high-quality drinks (Dennison, Rockwell, & Baker, 1997). The current project aims to study Beverages Industry of Pakistan by analyzing two sectors; juices and drinks through six different cases.

Purpose of selecting the Beverages Industry, is its increasing importance in the world, Pakistan and in human life as well. Beverages Industry is rapidly progressing in Pakistan. On a macro level, this industry is an important contributor to the economy while on personal levels juices and drinks attract a wide variety of consumers ranging from those having precise health requirements to those simply looking for hale and hearty refreshment. Other than that, it is relatively a developed industry where researches need to be done so that it would help to make improvements in this industry.

The objectives of the present study are:
1. To explore the dynamics of beverages industry.
2. To understand strategies and policies of beverages industry.

Research Questions

1. How beverages industry is working in Pakistan?
2. How is it dealing with its employees?

METHOD

The current project aims to study beverages industry of Pakistan by analyzing two sectors; juices and drinks through six different cases.

Sample

Purposive sampling was used. The sample consisted of six product oriented companies, three from juices sector and three from drinks sector. In juice sector one international and two national companies were taken. While in drink sector two international and one national company was taken. The managers and executives of the companies were selected for data collection as they form the basic target of concern, from which the data was accessed.

Assessment Measures

Different assessment techniques were taken for data collection. The data was collected through Structured and Semi structured Interview. There were many open-ended questions that were developed on the basis of a predetermined checklist.

Procedure

As first step of the case study, such organizations were selected that fulfilled the targeted objective of the case study. An authority letter from the Department of Applied Psychology, University of the Punjab, Lahore explaining the nature of the project and request for the permission of data collection from various organizations was also taken. Formal permission was
granted by the companies. The participants were assured of the anonymity and confidentiality of the information, they provided. All the queries from the companies were answered satisfactorily. All the six organizations provided the requisite information and data according to the checklist. Finally, the comparison and analysis was undertaken among all six cases on their original evidential data.

**Ethical Considerations**

In the current project, ethical issues were closely monitored. The letters duly signed by the chairperson of Department of Applied Psychology and the project supervisor were catered. These letters were taken to the companies and got forwarded and signed. The consent was taken from the participants of the companies through consent forms asking their permission for participating in the study. The confidentiality of the data was kept intact and their anonymity was ensured. It was ensured that no physical and mental harm was rendered to the participants. Thus, ethical issues were keenly taken care of in this project.

**Analysis**

The Interpretive Phenomenological Analysis (IPA) qualitative Analysis was used to analyze the data provided by the companies. The baseline descriptions were compared in order to infer the logical findings and outcomes. The data thus collected yielded valuable insight into the dynamics of organizational functioning.
RESULTS
Interpretative Phenomenological Analysis of Human Resource Policies

HUMAN RESOURCE POLICIES

- Employee Recruitment
  - Internal
  - External

- Employee
  - Written Tests
  - Panel Interviews

- Training and Development
  - Decision Making Games
  - On the Job
  - Orientation
  - Assignments
  - Lectures
  - Conferences

- Performance Management
  - Off the Job
  - Orientation
  - Grading
  - Appraisal
  - Grading
  - Appraisal

- Rewards and Benefits
  - On the Job
  - Assignments
  - Lectures
  - Conferences

- Firing
  - Punishment
    - Warning Letters
    - Withdraw Rewards and Benefits

- Resign
Interpretative Phenomenological Analysis of Employees Recruitment

**EMPLOYEES RECRUITMENT**

- **Internal**
  - Transfer
  - Promotion
  - Referral

- **External**
  - Advertisements
    - Newspaper
    - Web-sites online applications
  - Job-fair
  - Educational institutions

Interpretative Phenomenological Analysis of Performance Management

**PERFORMANCE MANAGEMENT**

- **Appraisal**
  - Management by objectives
  - 360 degree feedback
  - Checklist

- **Employee annual report**
  - Grading

- **Performance**
  - Supervisor assessment
Interpretative Phenomenological Analysis of Rewards and Benefits

Rewards
- Intrinsic
  - Job Satisfaction
- Extrinsic
  - Achievements
  - Pay
  - Bonus
  - Incentives

Benefits
- Insurance
- Leaves Fair Assistance
- Provident Funds
- Medical Allowance
- Gratuity

Interpretative Phenomenological Analysis of Organizational Behaviors

Organization Structure
- Vertical
- Horizontal (Departmentalization by functions)

Organizational Behaviour
- Team Leaders
- Education
- Experience
- Performance

Conflict Management
- Negotiation, Bargaining
- Mediation
- Arbitration
- Forced
Interpretative Phenomenological Analysis of Marketing Polices

**DISCUSSION**

Beverages can make one’s life a little sweeter and refresher. It’s a human nature or psyche that they want good nutrients and a good taste product. According to the demand of consumer’s beverages with good taste and with good nutrients are made. It’s really very interesting to study about the industry of beverages because it’s popular among all age group of people. Kids, elders and olds all are enjoying the beverages in summer and in winter too.

Researcher elected the beverages because it has turn out to be an indispensable part of the person normal living, has large market share, has immense service opportunities, facilitation for life in different varieties, is a great support for arranging diverse type of ceremonies, etc. In short, this industry has influence the life all over the world including Pakistan in diverse sphere of influence.

In Pakistan, beverages are vitally important. There are many companies that are currently working in beverages industry. Based on companies functioning and availability among many available brands six companies (three international and three national companies) were studied,
because they have maintained their standard, status and market value. Have built an excellent reputation over the years and continue to be at the top of products. In the present study, interviews of managers of six organizations were analyzed through IPA. After Analysis three major themes human resource policies, organizational behaviour and marketing policies were emerged from the interviews. “Human resource policies” is the first theme that emerged. According to the human resource seven sub-themes Employee’s Recruitment, Employee’s Selection, Training and Development, Performance Management, Rewards and Benefits, Firing and Punishment emerged. All the companies recruit candidates through internal and external recruiting. In internal recruiting promotion strategy has been used, if any position is vacant and organization needs any employee they promote the skilled labor to the vacant seat and recruit a new employee at the place of promoted person. Expect promotion transfer is also used for internal recruiting from one department to another. In external recruiting advertisement through newspapers and a job-fair are being arranged and in some cases on campus recruitment is done. One participant reported that “The plans are approximately daily amended and novel policies and tactics are formulated”. Another participant reported “Applicant recruitment and employee selection is done either internally or externally”.

Selection process is an important part of organization because right selection builds up a work force and increases the productivity of the organization. Selection of candidates is done through specific procedures like getting CV’s and conducting panel interviews. One participant reported “Selection is based on academic skills, and previous experience of managing”. With regard to the third sub them training and development, after Selection Company provides in-house training: Quarterly training programs and on job training to the existing workers for one week and also arranged programs for their new employees. Training facilities for management, staff and workers are: On the job training, Lectures, Conferences and Seminars. Use both on the job and off the job training process. And decision making games are also used for employee’s development. When employee stars working in the company performance management is done by the organization. One participant reported “When an employee joined and time to time further trainings are conducted at different places as per the requirement that management thinks the employee needs”. Another participant reported “Initiatives of Employee development are taken to ensure skill development according to the need of the business and for career development of employees”.

For performance management appraisal and grading is being done. For performance appraisal management by objectives, checklist technique, 360 degree feedback and annual reports are being used and then grading of the employees is done according to the work performance and supervisor assessment. With regard to the fifth sub them rewards and benefits, intrinsic and extrinsic rewards are being used to motivate the employees for good performance. A proper reward system in an organization motivates its work force i.e. providing medical benefits, gratuity, old age benefits and promotions. In intrinsic rewards employees job satisfaction level counts a lot and in extrinsic rewards pay for the performance, incentives and bonus for meeting the deadlines are important sources of motivation. One participant reported “Performance based bonus incentive for all employees timely and increments annually are always given”.

Organized by National Institute of Psychology, QAU, Islamabad (19th April, 2012)
When a company provides all the facilities to its employees then it has right to get good results and in case of any infidelity company can withdraw the facilities and fire any employee on first misconduct, theft, harassment to other employees, or unfulfillment of job requirement etc. In most cases resign is being taken from the employee instead of firing. One participant reported “Terminations are very few or rare and occurs after a warning letter”.

Second major theme that emerged from the interviews is the “organizational behavior “of each of the company. Under organizational behavior three sub themes; organizational structure, conflict management, and team leaders come out. Every organization needs to decide how to divide its work or activities, how to coordinate all the work related activities and how to control these activities to ensure that goals are achieved. First sub-theme was organizational structure of the six organizations each organization has aspects of specialization, horizontal and vertical. All the organizations have specialization that falls in vertical order line; and hierarchical work division divides authority of officials and arranges work positions in order of increasing authority. While all six have division into main functional groups and within each of these groups employees in different sections or departments undertake separate and specialized tasks. According to the departmentalization by function, all six organizations have different departments. The departments common to all six organizations are Finance, Marketing, Sales, Human Resource Department and Administrative Department and Research and Development. Second sub theme emerged “conflict management”. In order to resolve conflict that emerged in result of group activities or workplace rivalries negotiation/bargaining, mediation, attribution or forced techniques are used. All six companies make groups of people and divide their work. Third sub theme that came into view was group leaders that are selected on the basis of the educational qualification, experiences or performance on the specific tasks. One participant reported “Initiatives are undertaken both to boost motivation and the spirit of teamwork”. Another participant reported “Performance is evaluated on the bases of performance and skills”. One participant reported “Team Leaders are selected after the vigilant observation of performance”. Another participant reported “Person is selected on the appraisal of his knowledge, skills, confidence and other criteria”.

Third major theme “Marketing Polices” is emerged. First sub-theme that merged is market segmentation. Firstly, company segments the market then target the group and thirdly positioning the product. Because, it is difficult for any company to engage in mass production, mass distribution and mass promotion for their products. The complexities arise from the production of advertising and distribution channels and the high costs associated with reaching a mass audience. Therefore, companies segment the market so that they can target the group of customers who share similar needs and wants. For that six companies firstly, segment the market. A market segment consists of a large identifiable group with a market. Buyers differ in their wants, purchasing powers, geographical location, buying attitude and buying habits. Second step is target market that is the process of evaluates attractiveness of market segmentation and select one or more segments to enter. Some companies are financially strong that they are able to target every segment. Undifferentiated Marketing approach views the market as one big market with no individual segments and thus requires a single product. It is use to reduce manufacturing and marketing cost. Concentrated strategy is use to select one segment of a market for targeting marketing efforts. It is used to unable the small firms for their strong positioning. Multi segment strategy is used for two or more glowing segments. It is a strategy for financial victory.
Third major sub theme is advertising strategy. Advertising is the promotion of product or services through wide variety of messages transmitted through different media. To increase sales and build an image in the mind of consumer companies advertise their product through print media includes advertisement on Newspapers and magazines etc, and outdoor advertisement includes advertisement via billboards, Posters; Stall selling, Sponsor the shows, Event arrangement, Bus stop board ads, Fun Fair carried out in parks such as National Park etc. Broadcasting is one of the strong advertising toll includes television, radio, and web pages. Companies advertise their products at broad level and have a very strong grip on their customers. One participant reported “Use both below the line advertisement via billboards, Posters; Stall selling, free sampling of products and above the line”.

As far as fourth and last sub theme “feedback” is concerned, four companies use two major process of feedback; tools free numbers and through web comments. Two companies take feedback from retailers only. One participant reported “In order to address the customer complaints in a more successful and proficient way a retailer survey reports have been taken”. Another participant reported “Tool free numbers on the product packing’s are given to handle the customer complaints and inquiries”.

All the organizations have a number of strengths. International organizations have Quality product, enjoy strong brand image, high experience from international market, high technological equipment, and skilled labor force and has Global Research on Food, strong distribution system and constantly growing product line. National organizations have skilled labor force and constantly growing product line. The weaknesses of international organizations are Selective investment due to uncertain economic and political conditions, Low sales margins due to highly value added products, and failure to launch many of their expensive international brands due to the lower income groups. The weaknesses of national organizations are less brand focus, Low promotional activities, comparatively weak distribution system, and Small organization as compared to its rivals.

There are a number of opportunities available in the market for all organizations. The international organizations can create more Awareness regarding Quality food to increase profit and national organizations are like to go for joint venture with other companies to attract the market share, can export food items beverages to Middle East, and can go to related diversification by producing more flavoured beverages. While all these organizations are facing a number of threats; Pakistani people are Price sensitive, Effect of Seasonal ties upon sales, and uncertainty of economic conditions poses a great threat. International organizations have Political Threats and New Rivals. National organizations are threatened by economical instability in the country, and by Entry of new brands into local market.

This study showed how beverages industry is working in Pakistan. In the light of above themes emerged from interpretive phenomenological Analysis (IPA) analyses following deductions are generated for the future research:

1. External recruiting would provide more talented labor for complex tasks than internal recruiting.
2. Annually or quarterly performance appraisal would be a motivating factor for good performance of the employees.
3. Extrinsic rewards and intrinsic rewards would be equally effective to enhance performance of the employees.
4. Mediation and Arbitration would play a vital role in conflict management.
5. Broadcasting and outdoor advertising would be more effective than the print media advertising.

Potential Barriers of Beverages Industry

- Second hand and cheap machinery which is inefficient for production are purchased by a significant number of beverages manufacturers.
- Inconvenient and expensive packaging material such as glass bottles are used by manufacturers.
- Large percentage of low quality product not offering a long life is used by the many manufacturers.
- Limited budget for advertising & publicity and Lack of infrastructure is a limitation for many manufactures.
- Many manufactures lack awareness about standards required for processing of quality drinks.

Conclusion

According to themes that emerged all organizations are strictly adhered to human resource policies, organizational behaviour and marketing policies. Although organizations vary in terms of strategies they use under the major themes. Beverages consumption overall has enlarged in modern living, maybe due to community insight of beverages as a healthy natural source of nutrients and increased community interest in health matters. Increasing health and hygiene awareness among Pakistanis has greatly increased sales of beverages. Health awareness campaigns have been started by media to realize Pakistanis that beverages intake is as necessary as eating food. Beverages consumption pattern in urban and rural areas shows that it’s doing very well in both areas. On the basis of several themes that emerged it is concluded that beverages industry is very progressive and will be more developed in coming years. This industry would progress aggressively if more innovative steps would be taken.

Limitations and Suggestions

Time was very short to study industry comprehensively. Some competitors didn’t allow conducting case study. Therefore, the number of cases selected was limited. A more comprehensive Analysis of the industry can be conducted if more cases are taken to study the industry. A cross-cultural study may be conducted to analyze and compare the differences. A comprehensive study should be conducted in order to know about consumer’s satisfaction level.
Implications

- Current study will benefit those people who want to understand beverages industry, its structure and functions.
- For the upcoming researchers it will work as a guideline. It will help to explore the scope and opportunities in beverages industry.
- Moreover it will guide the companies of beverages to work on their weaker areas and make their stronger areas more advanced.

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Relationship of Job Satisfaction with Self Actualization

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The present research aims to study the relationship between self-actualization and job satisfaction. The research hypothesis formulated suggested that self-actualization would be related with Job satisfaction. The following measures were used for conducting this study. The first tool introduced to the participants was a demographic sheet which comprised of two parts; part A was for personal data, which comprised of the personal details like age, marital status, qualification etcetera, and part B for work history including work experience, number of jobs shifted, work relations etcetera. Other than this two set of questionnaires were developed to measure the two research variables. The first questionnaire was based on Maslow’s (1954) Hierarchy of needs which evaluated the self-actualization concept; the second one contained items from the Job satisfaction Questionnaire by Spector (1983) which were adapted to develop a new questionnaire to measure job satisfaction. A sample of 220 subjects including equal number of males and females participants was selected from tall and flat organization with the help of stratified randomization sampling technique. The questionnaires were analyzed using Pearson correlation. Results showed negative correlation between self-actualization and job satisfaction and further analysis indicated a positive correlation among preferred needs and self-actualization. The limitations of the study and recommendations for further studies have also been discussed.

**Keywords**: Self-actualization, job satisfaction, employees

Job satisfaction has perhaps been one of the most extensively studied topics in the history of industrial and organizational psychology (Judge & Church, 2000). Job satisfaction has been considered in a variety of ways, and is defined differently in various studies. Katzel (1964) argues that if there is consensus about job satisfaction, it is the verbal expression of an employee in offices evaluation of his/her job. On this basis, it is an affective or hedonic attitude, for which the stimuli are events or conditions experienced in connection with jobs or occupations. Locke (1976) defined job satisfaction as a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences. Robbins and Coulter (1996) stated that job satisfaction is an employee's general attitude towards his or her job. When people speak of an employee's job attitude, they are likely referring to his/her job satisfaction. Interest in the topic was sparked almost at the same time as the beginning of industrial revolution. In today’s era any employed individual, on average, spends about a quarter of his time everyday solely at job. The rest of his time is divided into various activities such as sleeping, enjoying leisure and sports, or being involved in household chores et cetera (Bureau of Labor Statistics [BLS], American Time Use Survey, 2010). This makes job a prime factor in the life span of an employee making it one of the key components in majority of life decisions. Sustained interest in understanding the
dynamics of job satisfaction has been due of a number of reasons. Being satisfied or dissatisfied at job may lead to various health concerns (Faragher, Cass, & Cooper, 2005) along with having major implications on the work related behaviors of employees such as productivity, absenteeism, turnover et cetera. Thus numerous studies have so far been conducted to better understand the dynamics of this important construct that has such an impact on the organizational efficiency and personal productivity.

However, despite the enormous interest in the concept of job satisfaction, and a number of leading researches contributing towards a better understanding of the construct and its impact on the organizational yields, the phenomenon had very rarely, if ever, been studied keeping in view a developed country like Pakistan. Specifically, the grounds for causality of job satisfaction may change drastically when developing countries are under consideration. It has been recently that Pakistan became a major contributor of a variety of researches on job satisfaction. With topics ranging from finding out what satisfies employees of Pakistani banking sector (Hunjra, Chani, Aslam, Azam, & Rehman, 2010) to comparative analysis of job satisfaction in public and private sector college teachers of Pakistan (Latif, Shahid, Sohail, & Shahbaz, 2011), a number of researchers have now ventured into the domain of studying job satisfaction in this geographical region. However, considering need theories as possibly having the answers to question of antecedents of job satisfaction in Pakistani cultural context have not been analyzed much before. Thus a need was felt to have an exploratory research done to study the highest need, that is, of self-actualization in relation to job satisfaction.

Job satisfaction, as stated, has been taken into account in many ways with different researches defining it differently. Building on Locke’s conceptualization, Hulin and Judge (2003) noted that job satisfaction includes multidimensional psychological responses to one's job, and that such responses have cognitive (evaluative), affective (or emotional), and behavioral components. Spector’s (1996) concept of job satisfaction is similar to that of Robbins and Coulter (1996). He defined job satisfaction as purely an attitudinal variable. According to him, job satisfaction is how people feel about their job and various aspects of the job or the extent to which people like or dislike their jobs. For the purpose of the present study, Spector’s approach towards job satisfaction has been taken up and it is being defined as the positive or negative feelings that people have towards their jobs. Since the last few decades the world has deliberated over establishing cognitive or affective factors as the key denominator of job satisfaction. The dichotomy of job satisfaction as based on having affective or cognitive elements raises an important question directed towards the finality of decision about what leads to job satisfaction. A study conducted by Weiss, Nicholas, & Daus, (1999) showed that cognitive as well as affective factors, both, more or less contribute towards job satisfaction roughly equally. Research studies on motivation seem to second the findings of Weiss, Nicholas, & Daus, (1999).

The concept of motivation encompasses both the cognitive as well as the affective approach of job satisfaction (Lok, 1997) and it may only be understood by taking into account the internal cognitive processes that may lead to particular feelings. Though motivation is not same as satisfaction but it is a process that may lead to job satisfaction (Mullins, 1996) since it is the internal state that induces a person to engage in a particular behavior (Spector, 1996). Thus it may safely be inferred that the linkage of the concept of motivation and job satisfaction is due to the fact that theories of motivation often lead to structure the base for models and measures of
job satisfaction (Mullins, 1996). Another binding factor of the two concepts is the sharing of dichotomy. Motivation theories, same as job satisfaction, are divided into two approaches; content theories and process theories (Dunford, 1992). Cognitive theories of motivation are affect based and emphasize upon identifying people’s needs and how they go about fulfilling them while the process theories are more cognitive in their approach focusing on the actual dynamics of various variables and their relationship in the process of initiation, direction, and sustenance of particular behavior (Lok, 1997). As the present study focuses on understanding the factors leading to job satisfaction in the cultural context of Pakistan; based on the empirical evidence, content theories seem to be more in accordance with the current socio-economic conditions of the concerned geographical region in playing the role of contributing factor to job satisfaction. Content theories in general have faced much criticism, possibly due to the lack of ascertaining strong associations between needs and job specific behaviors (Kanfer, 1992). However, since in current socio-economic conditions of Pakistan the empirical observation has suggested the prime focus directed towards sustenance and needs fulfillment thus content theories are more relevant in establishing fundamental motives influencing behaviors leading to job satisfaction in the cultural context.

Self-actualization need, of all the needs experienced by individuals, has repeatedly been perceived as the most dynamic and consistent one. Most of the needs, once fulfilled, stop working as motivator but self-actualization is a continuous process. It has been defined as motive to realize one's full potential; an organism's master motivator his only real motive (Goldstein, 1934) or according to Maslow (1943), self-actualization is the ‘being need’; the desire to become everything that one is capable of becoming. For the purpose of present study self-actualization is being operationally defined as ‘need for growth in people’. Since the quest to reach ones full potential and to grow psychologically is an ongoing process and not a destination, hence the need for self-actualization proves to be a constant factor directing behaviors that may lead to a frame of mind contributing towards job satisfaction.

Thus based on the extensive literature review on job satisfaction and its antecedents as well as the fact that no considerable research has been done in Pakistan on considering need theories in the context of causality of job satisfaction, a strong need was felt to explore the construct in the aforementioned manner. Thus the present study, being of exploratory nature, strives to discover if the need factor of the people belonging to Pakistan plays any contributing role towards job satisfaction along with finding out whether the need for growth translated as self-actualization has any relationship to job satisfaction under the current socio-economic conditions of Pakistan. Based on this premise, the hypothesis has been constructed as: Self-actualization would be related to job satisfaction.

METHOD

Sample

Two hundred and twenty middle management executives (110 males & 110 females) participated in the present research. Their ages ranged from 22 to 45 years. The sample was selected from tall and flat organization of public and private sector. Stratified randomization sampling method
was used to select the sampling units, as there was requirement for greater reliability and a larger sample for some strata than for others (Alreck & Settle, 1995).

**Inclusion Criterion.** The minimum work experience of each participant was one year and minimum academic qualification was graduation. Only middle management was included because it is the time when most of the employees are struggling to reach towards self-actualization (the key variable to be measured).

**Exclusion Criterion.** The participants with less than one year work experience were excluded as they would show satisfaction which may not have been related to their work but due to getting a job or finishing their probationary period

**Instruments**

**Demographic Sheet.** Personal data including details like age, marital status, and qualification was measured using demographic sheet A.

**Demographic Sheet B.** Work history including work experience, number of jobs shifted, and work relations was measured using demographic sheet B.

**Adaptive Version of Job Satisfaction Survey.** Job satisfaction was measured using an adaptive version of Job Satisfaction Survey by Spector (1983). The questionnaire contained 36 items (36 in original version) and had 9 facets (nine facet scale such as pay, promotion, supervision, fringe benefits, contingent rewards, operating procedures, coworkers, nature of work, communication) to assess employees' attitudes towards their respective jobs. The items were scored on 5 point Likert scale.

**Needs Questionnaire.** The questionnaire was self-developed which was based on Maslow’s (1954) hierarchy of needs. It was designed to evaluate the concept of self-actualization in employees and measured employees’ needs (both basic and secondary needs). The Questionnaire was based on three main questions which addressed the preferences given to either basic needs (food, pay), secondary needs (fringe benefits, work environment), or self-Actualization (career growth, personal grooming). The participants had to rate the needs on 5 point Likert scale.

**Procedure**

The participants of the research were selected through stratified randomization sampling technique and were approached through the administration of their respective organizations. Keeping in view the ethical considerations, the consent forms were made to be signed by the participants prior to the research. Organizations as well as the participants were given the guarantee that their names shall remain anonymous and the research results shall only be used for the present study. All the participants were approached during their duty hours at their respective workplaces. The demographic forms and questionnaires were given to them with general instructions. The items were scored on 5 point Likert scale and Pearson Product moment correlation was applied to interpret the results.
RESULTS

Pearson product-moment correlation coefficients analysis was used to test the hypothesis that people with a higher level of self-actualization would have higher job satisfaction. The statistical analysis showed that there exists a weak negative correlation between self-actualization and job satisfaction. Table 1 shows this relationship.

Table 1
Relationship of Self Actualization with Job Satisfaction in Individuals Working in Tall and Flat Organizations (N=220)

<table>
<thead>
<tr>
<th>Self-Actualization</th>
<th>Job Satisfaction</th>
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<tbody>
<tr>
<td></td>
<td>.38**</td>
</tr>
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</table>

**p < .01

Further analysis was done to find out the relationship of primary and secondary needs with self-actualization, total needs with self-actualization and total needs with job satisfaction. The results are detailed from table 2-5.

Table 2
Relationship of Primary Needs with Self Actualization in Individuals Working in Tall and Flat Organizations (N=220)

<table>
<thead>
<tr>
<th>Self-Actualization</th>
<th>Primary Needs</th>
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<tbody>
<tr>
<td></td>
<td>.34**</td>
</tr>
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</table>

**p < .01

Table 3
Relationship of Secondary Needs with Self Actualization in Individuals Working in Tall and Flat Organizations (N=220)

<table>
<thead>
<tr>
<th>Self-Actualization</th>
<th>Secondary Needs</th>
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<tr>
<td></td>
<td>.45**</td>
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**p < .01

Table 4
Relationship of Total Needs with Self Actualization in Individuals Working in Tall and Flat Organizations (N=220)

<table>
<thead>
<tr>
<th>Self-Actualization</th>
<th>Total Needs</th>
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<td>.46**</td>
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**p < .01
**DISCUSSION**

Pearson product-moment correlation coefficients analysis was used to test the hypothesis. The statistical analysis showed that there exists a weak negative correlation between self-actualization and job satisfaction leading one to believe that people who desire or have a tendency towards self-actualization may actually be less satisfied in their jobs (Table 1). The reason for this dissatisfaction could be that they were well educated and belonged to the middle management who has to struggle and work hard for success in their professions. Vollmer and Kinney (1955) found that the higher an employee's educational level, the more likely he is to be dissatisfied. This was explained on the basis that employees with a higher educational background would expect more in terms of financial compensation, benefits, and supervision than the ones with a lower educational background. Also, people in general are rather more satisfied with monetary compensations and ensured job security. General observation suggests that the results directly correlate with the actual work conditions. Firstly, work place environments, most of the time, are non-conducive for the self and professional growth. Secondly, considering the current socio-economic conditions and the pervasive financial crunch, it is only befitting to say that every individual has been stripped of the ability to think beyond the fulfillment of the ‘mere necessities’. Referring to table 4, if the personal needs are fulfilled it would lead to the positive attitude of job satisfaction. Chau (1980) studied woman executives in Hong Kong with respect to their attitudes towards work, job satisfaction, aspirations and life styles. Among 66 full-time women executives, 62 seemed to be very satisfied with their human relations at work in general. Among all variables, opportunity for self-actualization was rated and considered as the most important variable. The author found that if pay was below the women's expectations, money would become more important than interesting work. However, if pay was above their expectations, then an interesting job became more important.

**Limitations and Recommendations**

The basic limitation of the study is its generalizability. Since the sample was chosen only from one city of Pakistan, that is, Karachi hence the results may be limited in generalizability. For future reference, sample from different cities of Pakistan may be taken to enhance the reliability factor of research. Public and private sector organizations have different culture as well as work practices. The data from organizations belonging to both sectors was analyzed collectively which may have had implications on the results. Job satisfaction and self-actualization were studied as global concepts. The different facets of the two may prove to have different dynamics. Thus new researches may be conducted to study the facets of job satisfaction.
and self-actualization in-depth. Finally, the use of self-report measures may have inherent limitations (e.g. inability to recall, social desirability). A combination of self-report questionnaires and objective assessments may be a better option in future ventures.

Implications

The present study has both theoretical as well as practical implications. It provides a relatively fresh perspective on the causality of job satisfaction in the cultural context. Much of the research done on the antecedents of job satisfaction in Pakistan has focused on various human resource management practices. Variables such as leadership styles, teamwork or job autonomy has majorly been studied as prime causes. However, this research is oriented towards finding whether self-actualization may have any impact on job satisfaction. Keeping in view the current socio-economic conditions of Pakistan the research results call for further exploring the need-based constructs as possible denominators of job satisfaction. Need for self-actualization precluding job satisfaction also raises important questions towards human resource practices being conducted in Pakistan. This research may prove to be the initiator of future researches striving to find the answers. The research also has strong implications for organizational development. Individuals differing in their needs necessitate the designing of jobs in a manner that caters to different levels of employees’ needs.

REFERENCES


Case Study on Hotel Industry

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With an increase globalization and tourism and change in metropolitan life style predicts a growing prospective for the hotel industry. The purpose of the present study was to explore the dynamics and future of Hotel Industry in Pakistan, its contribution in living styles and organization’s departmental policies, goals, strategies and plans of action that are working to serve mankind. A sample of nine organizations, three hotels, three fine dining restaurants, and three fast food restaurant chain, was taken. Semi structured interviewing technique was used to collect detailed information about organizations. Information taken from each participant was recorded and transcribed and analyzed by Interpretive Phenomenological Analysis. Three common themes emerged from the participants (managers of the companies) were organization’s Human Resource Policies, Organizational Behaviors and their Marketing Strategies. According to themes that emerged all organizations are strictly adhered to human resource, and marketing policies. Although organizations vary in terms of strategies they use under the major themes. All the organization’s serves wide range of guests ranging from tourists to local people of community. On the basis of several themes that emerged it was concluded that Hotel Industry is very progressive and will be more developed in coming years. This industry would progress aggressively if more researches would be done and more innovative steps would be taken.

Keywords: Hotel industry, semi structured interview, interpretive phenomenological analysis

Human beings are always found together to form groups or organizations in various forms to fulfill their needs. Clusters of different types of organizations began to form industries worldwide. The industries support human beings on individual and larger scale. To live life in hearty ways human beings need a variety of products that are used to give a healthy lifestyle i.e. hotels and restaurants etc. (Borgatti, 2002).

From the olden time the place supposed to provide both safe food and safe housing to the customers’ means Hotel or Hotel Industry. Hotels are also termed as "home away from home" because it is a place where one can get good food & accommodation, and people are provided with all opulence and soothe. The key purpose of hotels is to endowed tourists with food, shelter, refreshment, and services alike. There are also goods, offered on marketable basis, things that are
furnished within home circle but unavailable to people on a journey. Hotels have been engaged in other functions like being centers of sociability, serving as business exchanges, decorative showcases, places of public assembly, political headquarters, vacation spots etc. (Dunham & Louis, 1955).

As tourism serves as the main market for hotel and restaurant services, that is why boost in visitor traffic over the last ten years resulted in an equivalent boom in the hotel and restaurant industry. In past one decade, the hotel and restaurant industry has prospered even it had to struggle to get by with difficult challenges. New hotels increased in the capital while earlier hotels have done great efforts to pace-up both their interiors and upgrade services (Edralin & Castillo, 2001). Minhaj (2008) a restaurant is a place that serves prepared beverages and food on tables put for people, usually for couples families or larger groups, to be consumed primarily on the site. Restaurants provide a wide range of food at a specific price written on its menu card. Restaurants also offer eating establishments where guests are served at drive away, placing orders on counters for either on or off premises eating. However, most high-quality restaurant serves food at tables to their customers for on-premises use. Most of the restaurant chains in the world, have increased their yearly sales many times over, ahead of the boundaries of the seats they could serve each day, by offering hot finely jam-packed meals by free home delivery service or through telephone orders. It is a multi-billion dollar industry that is going to grow continues to grow promptly in various countries of the world. Fast food is a type of food which is fast convenient and cheap in buying. fast food is available anywhere which is supposed to sell snacks and other food (Center for Young Women, 2011). As many restaurants are emerging on the surface, the concept of fast food has grown globally. One of the most important reason behind the popularity of fast food is less capital investment for entrepreneurs diversity of food served to the guests in lesser time (Bose, 2011).

**History of the Hotel Industry**

Hotel Industry is not a new name in the world of industries. Hotels own very long history, but it is not as we see it today, rather it has its roots back in the 6th century BC. It was the time when London city began to develop. For the very first time hotels catered travelers and served them with a sheer roof to stay. This tradition of the inns persisted for a long time, but revolution in England brought some changes in it. It brought some new ideas industry and progress in the field. After the invention of steam engine travelling became easier and frequent and resulted in travelling, travelling not only for business needs but also for leisure reasons. It was a hallmark in the development of hotel industry as we see it today (Gray, 2003).

The restaurant is such a seemingly usual and necessary institution that one would feel it’s been with humans for as long as man has lived in cities. But reality is different. The restaurant, as we see it today, is a surprisingly fresh development. It doesn’t mean that there weren’t any commercial eating places before present time. But the menu, with its choice of dishes and cuisine, is only about 200 years old. The fact is that the diner or the coffee shops which offers more of a menu selection same as the best of restaurants of the world did just a few centuries back (Stephen, 2008). The restaurant as we have it today is less than 220 years old! Prior to 18th century, people who wanted to eat outside homes used to go to a tavern, where only one dish was offered each day, and only men could go there. Or they went to a cookshop, where meat was
cooked, and brought home a “take-away” dinner. Fast food has been started in United Kingdom since at least Roman Times. However, the clear difference between fast food and casual restaurants at times, cannot be maintained. Earlier to the modern age, fast food industry of United kingdom has included, pastries meat pies and battered or fried items (Muhammad et al, 2010).

**Hotel Industry in Pakistan**

There are a great number of deluxe hotels in Pakistan. These hotels serve as an ideal reason to tourist to visit Pakistan. Number of these restaurants is working independently, however, some hotels are related to the famous international hotels. Some of the hotels have their network spread all over the Pakistan like Pearl Continental Hotels, Serena Hotels Avari Hotels, and Sheraton Hotels.

Eating in Pakistan is a rich and stimulating experience. Pakistani food contains variety of styles with number of local and fine dine restaurants in almost every city of Pakistan. One can found world’s Cuisine in Pakistan including Asian, Middle Eastern, Indian, and American and other international tastes. Fast food restaurants are also increasing because of the ease and their convenient environment. Global Agriculture Information Network (1999) found Pakistan is the world’s ninth largest food market which has 150 million consumers. With averaged annual five percent Economic growth, during last ten years, decreased last year as a result of the Asian financial crisis and economic sanctions forced following Pakistan’s May 1998 nuclear weapons tests. Although per capita income remains less (about $450), there is a big and rising food service sector. The average Pakistani consumer spends 42% of her income on food in which 16.5 % is referred to dine in (USDA, 1998).

(Pain, 1999)

Pakistan’s food service sector is expected to show strong growth over the next five years. Industry sources predict sales of more than $1 billion by 2004, compared to estimated sales of $720 million in 1998. The sector is dominated by several cafes and midsized family restaurants, which largely utilize domestic ingredients or ingredients processed from bulk imports. However,
there is a growing trend to ethnic and fast foods, many of which are imported to meet quality and taste standards. The current project aims to study Hotel Industry of Pakistan by analyzing three sectors; Hotels, Fine Dining Restaurants and Fast Food Restaurants through nine different cases.

Purpose of selecting the Hotel Industry, is its increasing importance in the world, Pakistan and in human life as well. Hotel Industry is rapidly progressing in Pakistan. On a macro level, this industry is an important contributor to the economy while on personal levels hotels and restaurants have more to do with socializing then to just having a meal. Other than that, it is relatively a newly developed industry where new researches need to be done so that it would help to make improvements and development in this industry.

The objectives of the present study are:
1. To explore the dynamics of hotel industry.
2. To understand strategies and policies of hotel industry.

Research Questions

1. How Hotel Industry is working in Pakistan?
2. How is it dealing with its employees?

METHOD

The current project aims to study Hotel Industry of Pakistan by analyzing three sectors; Hotels, Fine Dining Restaurants and Fast Food Restaurants through nine different cases. The current project report is carried out through Case Study Research Design.

Sample

The sample consisted of nine service oriented companies, three from each sector. In Hotel Sector two international and one national company were taken. While in Fine Dining Restaurant Sector all companies were national organizations whereas in Fast Food Sector all international companies were studied. The managers and executives of the companies were selected for data collection as they form the basic target of concern, from which the data was accessed.

Assessment measures

The data was collected through, Structured and Semi structured Interview. There were many open-ended questions that were used developed on the basis of a predetermined checklist.

Procedure

As first step of the case study, such organizations were selected that fulfilled the targeted objective of the case study. An authority letter from the Department of Applied Psychology, University of the Punjab, Lahore explaining the nature of the project and request for the permission of data collection from various organizations was also taken. Formal permission was
granted by the companies. The participants were assured of the anonymity and confidentiality of the information, they provided. All the queries from the companies were answered satisfactorily. All the nine organizations provided the requisite information and data according to the checklist. Finally, the comparison and analysis was undertaken among all six cases on their original evidential data.

Ethical Considerations

In the current project, ethical issues were closely monitored. The letters duly signed by the chairperson of Department of Applied Psychology and the project supervisor were catered. These letters were taken to the companies and got forwarded and signed. The consent was taken from the participants of the companies through consent forms asking their permission for participating in the study. The confidentiality of the data was kept intact and their anonymity was ensured. It was ensured that no physical and mental harm was rendered to the participants. Thus, ethical issues were keenly taken care of in this project.

Analysis

The Interpretive Phenomenological Analysis (IPA) qualitative analysis was used to analyze the data provided by the companies. The baseline descriptions were compared in order to infer the logical findings and outcomes. The data thus collected yielded valuable insight into the dynamics of organizational functioning.

RESULTS

Fig. 1. Interpretative phenomenological analysis of HR Policies
Fig. 2: Interpretative phenomenological analysis of Organizational Behaviors
DISCUSSION

In Pakistan, hotels and restaurants are vitally important. There are many companies that are currently working in hotel industry. Based on companies functioning and availability among many available hotels and restaurants nine companies (five international and four national companies) were studied, because they have maintained their standard, status and market value. They have built an excellent reputation over the years and continue to be at the top of products and services.
In current study, interviews of managers of nine organizations were analyzed through IPA. After analysis three major themes, human resource management and policies, organizational behavior and marketing strategies, were emerged from the interviews. First theme emerging was “human resource management and policies”. With respect to HRM six sub themes; recruitment, selection, training, performance appraisal, reward system and grading of employees emerged. All the companies recruit candidates through web and through newspapers. Selection of candidates is done through specific procedures like getting CV’s and conducting single or series of interview. One participant reported that “From the web portal, referees, internal source, walk in interviews, desired Curriculum vitae (CV) is gathered and test is conducted for the desired seat. After that screening and test, the selected applicants are called upon for the interviews. Afterwards, the interviewee selected the qualified and talented candidates and discussed with high authority.” with regard to the third sub them training one participant reported “After selection company provides training and development to the employees. We use both on the job and off the job training process.” when employee starts working in the company performance appraisal of employees is done then. For performance appraisal 360 degree feedback and annual credit reports ACR’s are being used. Participants reported that “we give feedback regarding the performance of our employees round the clock. It’s a continuous process. Except that, ACRs, annual credit reports, are the most essential part of performance appraisal.” and then grading of the employees is done according to the quality of their work.

Second major theme that emerged from the interviews was the “organizational behavior “of each of the company. Under organizational behavior five sub themes; learning, group/team works, conflict management, organizational structure and organizational culture come out. One of the participants reported “when employees’ gets into the organization they come with their own mindsets. They have their own schemas regarding their nature of job and also about the environment of the company. Then it’s we who have to mould their perceptions in accordance with the organizational rules and regulations. We “train” them “teach” them and “guide” them. Second sub theme emerged was group/team work.

All nine companies make groups of people and divide their work. One of the participant reported “it is always easy and convenient to divide work into groups. Another participant reported “group activities enhance performance and abilities of employees. We believe that sum of group work is greater than number of individuals.” participant also mentioned that group or team leader are selected on the basis of their experience and quality of work. Third subtheme that came into view was “conflict resolution”. In order to resolve conflict that emerged in result of group activities or workplace rivalries mediation or arbitration techniques are used. One participant reported “in case of conflict, there is always a third person who is there. Sometimes conflicts are resolved by a trustworthy, impartial third party. And if it doesn’t work than a higher authority usually steps in and resolves the matter.” forth sub theme emerged as “organizational structure”. The structures of the nine organizations have many similarities as well as some differences. Each organization has different aspects of specialization, horizontal and vertical. All the organizations have vertical specialization; their hierarchical division of work distributes official authority and arranges work positions in order of increasing authority. While all nine have division into main functional groups and within each of these groups employees in different sections or departments undertake separate and specialized tasks. One of the participant reported
“in our company there is a symmetrical distribution of work assignments”. According to the
departmentalization by function, all nine organizations have different departments. The
departments common to all nine organizations are Finance, Marketing, Sales, Human Resource
Department and Administrative Department. All the three companies from Hotel Industry share
same departments i.e. General Account Department Food & Beverages Sales & Marketing
Engineering Laundry House Keeping Human Resource Department. Only four out of nine
companies have customer service departments. The functions of all the departments are diverse
and only two out of nine organizations have department of R&D which is responsible for
innovations in design, products, and style. “Organizational culture “was the fifth sub theme that
came into view. All of the organizations have more or less similar organizational culture in terms
of aggressiveness and team orientation. One of the participant reported that “there is no
compromise on accomplishment of tasks and quality of work.”

Third major theme marketing emerged, however marketing policies and strategies of the
companies vary. Some strategies are similar and some are not. For instance, all the organizations
position their products and services in the minds of the customers and consequently in the market
with the help of effective and customer oriented market strategies but hotels and fast food
restaurants segment its market to occupy a clear distinctive & desirable place related to
competing in the minds of the target customers. They segment their market geographically on
divisional basis. Under the major theme of marketing, three sub themes “advertisement”,
“Feedback” and “branding” were emerged. one of the participant reported “To increase sales
and build an image in the mind of consumer, we advertise our product through both Above the
line advertisement like advertisement on Television, Radio, and Newspapers etc., and Below the
line advertisement that includes advertisement via billboards, Posters; Stall selling, free
sampling of products etc. we believe in advertising our products at broad level and we have a
very strong grip on our customers”. Second major sub theme was “branding”. Only one out of
nine companies’ uses multibranding approach which is giving each product a distinct name. Rest
of the companies use multiproduct branding which is when a company uses one name for all its
products. One participant from fine dining restaurants reported that “we believe in multiproduct
branding to show our brand power to the customers”. As far as third sub theme “feedback” is
concerned, all companies use two major process of feedback; online and through comment
cards.

All the organizations have a number of strengths. International organizations have
Quality product, enjoy strong brand image, high experience from international market, high
 technological equipment, and skilled labor force and has Global Research on Food, strong
distribution system and constantly growing product and services line. National organizations also
have skilled labor force and constantly growing product range and services. The weaknesses of
international organizations are Selective investment due to uncertain economic and political
conditions, Low sales margins due to highly value added products. The weaknesses of national
organizations are comparatively less advertisement focus, Low promotional activities,
comparatively weak distribution system, and Small organization as compared to its competitors.

There are a number of opportunities available in the market for all organizations. The
international organizations can create more Awareness regarding Quality food to increase profit
and national organizations are like to go for joint venture with other companies to attract the
market share. While all these organizations are facing a number of threats; Pakistani people are Price sensitive and uncertainty of economic conditions poses a great threat. International organizations have Political Threats and New Rivals. National organizations are threatened by economic instability in the country, and by Entry of new hotels and restaurants into local market.

This study showed how hotel industry is working in Pakistan. In the light of above themes emerged from interpretive phenomenological analysis (IPA), following hypotheses were generated for the future research:

1. Online recruiting system would attract more individuals as compare to the newspapers.
2. Series of interviews would assist top management in selecting right person for the job.
3. Weekly assessments would increase employee’s performance.
4. Financial rewards contribute more in enhancing employee’s performance.
5. Mediation and Arbitration would play a vital role in conflict management.
6. Below the line marketing would be more effective than the above the line marketing.
7. Multiproduct branding would be more effective than the multibranding.

**Hotel Industry Potential Barriers**

- Terrorism in Pakistan
- Decreasing levels of people’s income

**Conclusion**

According to themes that emerged all organizations are strictly adhered to human resource, and marketing policies. Although organizations vary in terms of strategies they use under the major themes. All the organization’s serves wide range of guests ranging from tourists to local people of community. On the basis of several themes that emerged it was concluded that Hotel Industry is very progressive and will be more developed in coming years. This industry would progress aggressively if more researches would be done and more innovative steps would be taken.

**Limitations and Suggestions**

Only nine organizations are analyzed and compared. This study could be done cross-cultural. It could also be done cross sector. This study could be carried out by more than nine organizations. Small scale companies could be studied. More companies should be studied. A survey should be conducted in order to know about employee satisfaction level. Comparison of small scale hotels and restaurants should also be done. Comparison should be done with new hotels and restaurants. Comparison should be done with cafes.
REFERENCES


Quality of Work-Life Model for Teachers of Private Universities in Pakistan

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The purpose of this article is to explore various dimensions of QWL as it affects the life and attitude at work of faculty of private universities in Lahore, Pakistan. The study was quantitative in nature. Survey was held with 360 faculty members of private universities of Lahore in order to find their perceptions about quality of work life and its spill-over effect on employee commitment and engagement, job involvement and reputation of the university. It was found out that perceived value of work, work climate, work life balance and satisfaction with relationships in life are the major factors which shape work attitudes and employee perception of overall perception of quality of work-life. Sample size is small and is limited to private universities of Lahore. The open ended portion of questionnaire was left blank and was not included in analysis. The study has contributed scholarly as well as practically. The scholarly contribution is to draw attention towards dominant constructs of QWL playing important role in shaping attitude towards work, life and relationships of faculty of private universities. At practice level the study hints at the possible implications of dissatisfaction and imbalance on employee commitment and engagement and even the reputation of the university.

**Keywords:** Quality of work-life model, teachers, private universities.

Twenty first century is recognized as age of knowledge where knowledge creation, innovation and knowledge management are much celebrated but what about knowledge workers? Though we frequently come across rhetoric relating to the rights of knowledge workers stated in terms of work-life balance or quality of work-life in corporate world; still we observe craving for respect and recognition among the valued knowledge workers more so in developing countries like Pakistan. University teachers are no exceptions who are the chaperones of society preparing a work-force to meet the high-tech needs of industry, business and service organizations. After advent of globalization universities are managed like private businesses becoming knowledge corporates. Therefore the knowledge managers of this modern corporate wish for themselves the same status and facilities as provided to their counterparts in other industries, especially when the load is increasing on them both for knowledge dissemination (teaching) and knowledge production (research).

Successive movements to develop human capital (Argyris 1973; Herzberg 1968; Maslow 1954) and human social capital (Putnam, 2000) have been integrated into the concept of Quality of Work-Life by the quality movement. In 21st century where we are looking at each service organization being operated as business with modern management theories with an operational
agenda of getting maximum output from their employees, on the other hand we are also witnessing the humanistic efforts of maximizing human potential, enhancing individual human self-worth and self-esteem by maximizing the positive identity with work and work-place. Moreover, developing the life-styles and right of satisfaction with life is also an important agenda of these humanistic efforts. We can safely proclaim that modern organizations, belonging to any business or industry, are in a process to change their outlook on work and relationships with employee attaching significant importance to human effort and recognizing such efforts by increasing empowerment, and employee participation in decision making.

Higher education is considered to be most eligible and authentic means of bringing qualitative change in one’s life, not only offering better incomes but better roles and status as well. Such change is achieved through promoting learning of knowledge and skills and shaping attitudes that will harbinger change in lives of people largely through changing their outlook on life, improving their working styles, facilitating them to adopt innovation and technology and reinforcing the behaviors that brings a qualitative change within the system of any organization. In order to study such dynamics of change quality management approach seems most feasible, which allows us to study these behavioral dynamics from multiple perspectives. One such perspective is that of quality of work life of the employees of any organization.

Life is moving at such a speed that it is hard to manage time and it is constantly challenging us to balance between quality of work and time for personal life. Therefore we will have to learn to manage important activities in our lives to maintain balance and quality. This efficient self-management requires shaping of attitude rather than learning of new skills. Quality of work-life and work-life balance offer us the holistic perspective and framework that personal responsibilities and work cannot be conveniently separated in real life situations.

The scope of customers has been expanding in higher education and focus is gradually shifting on employees’ satisfaction (Sahney, Banwet, & Karunes, 2008). Seeking employee satisfaction in higher education has become important because “higher education institutions are labor intensive”; they tend to spend handsomely on employee welfare as higher education effectiveness depends upon teacher efficiency (Kusku, 2003). All over the world, higher education institutions and organizations are becoming more accountable and responsive to their internal customers’ especially the faculty’s needs (Chen, Yang, Shiau, & Wang, 2006; Edwards, Laarb, Eastonb, & Kimmanc, 2009; Sahney et al., 2008). Parkes (2008) has identified that higher education organizations need to develop new HR framework that enhances employee involvement and commitment as well as promotes organizational efficiency and effectiveness. And further cautioned higher education administration that people like to be stroked psychologically – to think that others care about us or do nice things for us and these can be more powerful when they are unexpected.

Sajid (2003) has drawn attention towards indifference of university faculty in Pakistan, saying that faculty lacks interest in research and development, grooming students or in advancement of their personal careers because they believe that it is not going to be recognized or bear a positive change in their personal life style, neither their pay nor status being affected. What could be the possible causes of faculty burnout and lack of concern? Parkes (2008) would have replied, “If we ask people who have left an organization, they will often be able to point to
incidents that others may regard as petty, but which made them decide that they were no longer committed to the organization.” Therefore higher education leadership must be careful in retention of their quality employees. Recently in Pakistan, higher education has become an attractive and promising industry to work with drawing attention of people from industry to teach in business schools and infest their careers here, but it is still unclear that whether these people have the basic mindset, the right attitude and aptitude that traditional service “teaching” demands. Not only newly established private universities need to adjust their vision of “teaching as service”, they need to learn to recognize and reward teaching as well (Arif, 2009; Arif & Ilyas, 2011; Arif & Riaz, 2011).

QWL is an emerging concept; it may be understood differently by different people depending upon differing situations and differing roles of the people (Edwards et al., 2009; Sashkin and Burke, 1987). The term quality of work-life is referred to the “favorableness or unfavorableness of a total job environment for people” (Rantanen, Kinnunen, Mauno, & Tillennan, 2011; Rethinam & Ismail, 2008). Bateman and Snell (2003) have defined quality of work-life as enhanced sense of employee well-being. QWL has been associated with basic job characteristics such as salary, wages or compensation, physical or psychological environment at work, work load and stress at work and equitable chances of promotion and professional growth (Lee, Singhapakdi, & Sirgy, 2007; Sirgy, Reilly, Wu & Efraty, 2008).

Mohanraj and Ramesh (2010) have described QWL as an innovation which does not target employee satisfaction, but enhances organizational effectiveness and productivity as well (p. 128). Many developing countries are aiming towards improving their legislation to protect employee rights and their wellbeing. The research on QWL broadly aims at getting an overview of job related factors interacting to affect individuals and groups at work (Sirgy, Efraty, Siegel & Lee, 2001) and according to Edwards et al. (2009), the information thus obtained may help and guide organizations to adopt appropriate actions to improve working conditions in their respective organizations as well as improve employees’ attitude towards work, such as reducing absenteeism and turnover and improving job satisfaction through increasing retention; productivity, morale and commitment (Efraty, Sirgy & Claiborne, 1991; Fuller, 2006; Sirin, 2009; Worrall & Cooper, 2006) and thus employee involvement and engagement in socially responsible activities (Razaq, Yameen, & Sabir, 2011).

The focus of QWL is beyond job satisfaction (Sirgy et al., 2001). Serey (2006) has defined QWL as “an important construct comprising 4 C’s: Concern, consciousness capacity and commitment. It includes (i) an opportunity to exercise one's talents and capacities, to face challenges and situations that require independent initiative and self-direction; (ii) an activity thought to be worthwhile by the individuals involved; (iii) an activity in which one understands the role the individual plays in the achievement of some overall goals; and (iv) a sense of taking pride in what one is doing and in doing it well”. Sirgy and his associates (1991; 2001; 2007; 2008) view QWL as source of employee satisfaction emerging from basic needs satisfaction following Maslow (1954), McClelland (1961), Herzberg (1966) and Alderfer (1972). For instance, Lee, Singhapakdi & Sirgy (2007) view “QWL as an outcome of employee satisfaction with two sets of major needs: lower- and higher-order needs. Lower-order needs comprise health/safety needs and economic/family needs. Higher-order needs involve social needs, esteem needs, self-actualization needs, knowledge needs, and aesthetic needs”. However, the concept is
extended by the “spill-over effect” that goes beyond extrinsic aspect of job satisfaction towards more intrinsic satisfaction with life and non-work situations. Sirgy et al. (2001) quote many others saying “The spillover approach to QWL posits that satisfaction in one area of life may influence satisfaction in another. For example, satisfaction with one’s job may influence satisfaction in other life domains such as family, leisure, social, health, financial, etc.” Furthermore, QWL is also explored in terms of the interface between roles and identities employee create for themselves and resources available at work environments (Sirgy et al., 2008). Rantanen et al. (2011) have introduced many theoretical approaches to work-life balance to develop a new typology among professionals, which are helpful for researchers to identify constructs for QWL for their research.

Though researchers have emphasized the importance of assessing both work and non-work contexts to determine QWL, job and career satisfaction; general well-being; home–work interface; stress at work; control at work; and working conditions are considered six important factors assessing QWL (Loscocco and Roschelle, 1991; Van Laar, Edwards and Easton, 2007). QWL programs encourage organizations to understand their obligation towards employees, i.e. to create flexi job designs and work environments that satisfy employees as well as boost economic welfare of the organization. One of such conditions has been defined by Clark (2000) as “work-family balance - satisfaction and good functioning at work and at home, with a minimum of role conflict”; such alternating working hours are perceived positively as work-life imbalance – the “time bind” declines (Tausing and Fenwick, 2001).

While determining faculty satisfaction with university work hours, Johnsrud and Rosser (2002) have identified three dimensions of satisfaction: “professional priorities and rewards; administrative relations and support; and quality of benefits and services”. They have further identified three aspects of faculty morale, “engagement in their work; their sense of institutional regard; and their personal sense of their own wellbeing and suggested that perceptions of work life and morale have significant direct impacts on intent to leave”. Similarly, Rosser (2005) has indicated that faculty’s perception of their work life has a direct and powerful impact on their satisfaction.

To sum up in words of Edwards et al. (2009), who have concluded that “QWL is a subjective construct; (2) organizational, human and social aspect interact and must be integrated within the definition of QWL; and (3) there is relationship hard to disassociate between Quality of Life (QOL) and QWL”. According to researchers, the quality of work life is what will differentiate good companies from poor companies. Quality of work life is all about the conducive and congenial environment created at the work place as it is one of the main reasons for better performance and productivity. Better quality of work life leads to increased employee morale. It minimizes attrition and checks labor turnover and absenteeism. The concept allows us to value employees more than internal customers and appreciate the fact that “employee first and the customer second” (Collins and Smith, 2006). It is safely assumed that when the right ambience is provided to the employees they will be able to deliver their goods effectively and efficiently.
The research was carried out to know how teachers of private universities in Pakistan view their work environment and whether this working environment is helping them to become valued human beings or not?

Research Questions

1. What are the key dimensions of QWL as perceived by faculty of private universities in Lahore, Pakistan?
2. How does QWL link with faculty’s needs satisfaction? Whether the needs satisfied are of lower order or higher order?
3. What is the nature of spillover effect of QWL? Whether or not it is of bottom up type, i.e. spreading to non-work conditions and relationships in life?

Theoretical Framework

The theoretical framework of the study has been derived from the studies of Sirgy and his associates (2001; 2007; 2008) to determine the needs satisfaction of faculty of private universities of Pakistan and their spillover effect upon non-work conditions. The constructs of QWL have been selected carefully according to the propositions made by (Edwards et al., 2009; Johnsrud and Rosser, 2002; Rantanen et al., 2011; Rosser, 2005; Van Laar et al., 2007). It has been assumed that QWL influences employees’ attitudes as well as the perception of quality of environment. Attitudes understudy include one’s personal attitude towards the profession and life-style one maintains, perceptions about the quality of inputs, outputs and processes going on at the workplace. Environment constitutes the physical, psychological and social environment at work. The attitudes under study include different facets of job satisfaction, including satisfaction, including satisfaction with general job characteristics, perceived workload and stress, job commitment measured through loyalty behaviors and engagement in promotional activities and degree of involvement with job and workplace is measured through maintaining positive identity and belongingness with the workplace, e.g. perceptions about university’s reputation or ranking reflects the desired image of the workplace (Brown & Mazzarol, 2009).

Research Design

The study was designed as a descriptive study with an intention to look at phenomenon of Quality of work-life as it is. Survey method was chosen to carry out the study for its “broad coverage, flexibility and convenience with inputs on related populations or events” (Rose et al., 2006). Since no precedent was found in local context of such study and no reliable scale was available, we have selected items for our questionnaire after in-depth literature review on the topic suiting our local context.

The questionnaire was self-constructed but was reviewed by team of experts and was pretested on 30 faculty members of various universities. Necessary amendments were made to reach an overall reliability of > 0.7. The achieved value of Cronbach alpha is 0.98. The final questionnaire consisted of three parts: A part sought demographic information in items. Part B
comprised QWL scale; it had 52 items summed up in 13 constructs. The Part C had 9 items (3 each) for measuring employee commitment, employee engagement and perceived reputation of the university. A five-point scale with 1 being "strongly disagree" and being 5 "strongly agree" was adopted in the questionnaire. All questionnaires were administered in the five private universities of Lahore after obtaining the formal consent to collect data. The Institution of Research Promotion (IRP) helped in collecting data in three universities, while in other two universities data was collected with the help of students. 500 questionnaires were distributed in five private universities; only 370 had returned and among them 360 were complete and were included in final analysis; hence the final response rate was 72%. The data was collected within two weeks of questionnaire submission to the intended participants. The questionnaires which were not returned within 20 days were not pursued any further.

Multiple techniques have been used to explore data to qualify relationships among variables. SPSS (17th edition) and AMOS (16th edition) were used to obtain key models of the research. Since we have used a dynamic hypothesis to interpret data at two levels, the independent and dependent variables are different at both levels. The first level results have been achieved by exploratory factor analysis and stepwise regression to know the internal dynamics of the data. The set of factors identified by EFA has indicated strong relationship of five sets of independent variables (factors) with two dependent variables: quality of work-life and job involvement. Work-life balance was found to be moderating with 3 sets of independent variables. In 2nd level analysis the relationship of QWL was further explored with employee attitudes like commitment, and engagement and its impact on perceived reputation of the university. Binary logistic regression has been used in this part of analysis.

Sample

Out of the sample of 360 teachers of five private universities, 87% were permanent and 13% were having visiting status. 40% of the teachers were lecturers, 32% assistant professors, 20% professors and the remaining were deans or heads of departments. Very high percentage of the sample (77%) was MPhil; 16% were PhDs while the remaining had other professional qualifications. Respondents have described various reasons for choosing their respective universities as a workplace; for 36% it was pay package and for 22% it was work climate, yet for other 20% it was opportunities of career growth, while 14% it was academic and research value, for the rest and it was access.

Measure

The 42 items (on five point Likert Scale) grouped in original thirteen variables derived from literature review signified for measuring various aspects of satisfaction at work, life and relationships were explored on SPSS. Principal axis factor analysis had reduced the data into seven factors; quality of processes (QOP), perceived value of work (VOW), work climate WC), work life balance (WLB), Work Stress (WS), relationships in life (RLT) and empowerment (EMP). Quality of work life (QWL) presumed by the respondents was measured by five items with reliability co-efficient 0.849. Factor analysis of the five items also implied the existence of single factor. All factors were defined over high factor loadings (>0.47) (Fava & Velicer, 1996). See Appendix A. Cronbach’s alpha score was (> 0.8) indicating that the eight extracted factors
were reliable. Furthermore, the analysis of the mean scores of the seven derived scales reflected no dissatisfaction of respondents (except with WLB and RLT) as all other mean scores were above 3.00.

Table 1
Descriptive Statistics

<table>
<thead>
<tr>
<th>Factors</th>
<th>M</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Quality of Processes (QOP)</td>
<td>3.54</td>
<td>0.78</td>
</tr>
<tr>
<td>Work Stress (WS)</td>
<td>3.02</td>
<td>0.92</td>
</tr>
<tr>
<td>Value of Work (VOW)</td>
<td>3.19</td>
<td>0.78</td>
</tr>
<tr>
<td>Empowerment (EMP)</td>
<td>3.23</td>
<td>0.86</td>
</tr>
<tr>
<td>Work Climate (WC)</td>
<td>3.24</td>
<td>0.76</td>
</tr>
<tr>
<td>Relationships in Life (RLT)</td>
<td>3.84</td>
<td>0.81</td>
</tr>
<tr>
<td>Work Life Balance (WLB)</td>
<td>2.79</td>
<td>0.95</td>
</tr>
<tr>
<td>Quality of Work Life (QWL)</td>
<td>2.40</td>
<td>0.51</td>
</tr>
</tbody>
</table>

Therefore, these two factors (WLB and RLT) were assumed to be critical in shaping holistic perception of quality of work-life for teachers of private universities working in Lahore, Pakistan and were further investigated to determine their moderating affect.

Step-Wise Multiple Regression Analysis

The variation in QWL was assessed by step-wise multiple regression analysis considering QOP, VOW, WC, WLB, WS, RLT and EMP as independent variables (Table 2). Multicollinearity did not imply here because variance inflation factor (VIF) was much less than 10 and all tolerance values were greater than 0.6. (Meyers, Gamst & Guarino, 2006). Step-wise regression resulted into five significant models (See Table 2). Positive standardized co-efficient indicate that the higher the scores on QOP, VOW, WC, WLB, WS, RLT and EMP scales, the better will be the QWL perception. The most of the variation (64.2%) in QWL was explained by VOW followed by WS, RLT, WLB and QOP, each of which uniquely added (R²-change) 7.8%, 3.7%, 1.1% and 0.5% respectively. Hence, the level of perceived value of work by a teacher is the key determinant of their overall job satisfaction and perception of QWL.

Table 2
Stepwise Multiple Regression Analysis Summary of Seven Scales Predicting Teachers’ Perception of Quality of Work-Life

<table>
<thead>
<tr>
<th>MODEL</th>
<th>Standardized Co-Efficients</th>
<th>t</th>
<th>R²</th>
<th>(Adjusted)</th>
</tr>
</thead>
<tbody>
<tr>
<td>VOW</td>
<td>.80</td>
<td>25.41</td>
<td>64.2</td>
<td>F(1,358) = 645.767, p = .000</td>
</tr>
<tr>
<td>VOW</td>
<td>.61</td>
<td>18.28</td>
<td>72.0</td>
<td>F(2,357) = 461.485, p = .000</td>
</tr>
<tr>
<td>WS</td>
<td>.33</td>
<td>9.97</td>
<td>9.72</td>
<td>F(3,356) = 372.607, p = .000</td>
</tr>
<tr>
<td>VOW</td>
<td>.54</td>
<td>16.66</td>
<td>75.8</td>
<td>F(4,355) = 296.345, p = .000</td>
</tr>
</tbody>
</table>
Moderation Analysis

Moderating effects of Satisfaction with relationships in life (RLT) and work-life Balance was assessed using AMOS 16.0 (Appendix-B) and the graphs were formulated on excel 2007. All the models were evaluated by five fit measures, a) the chi square ($\chi^2$), b) the comparative fit index (CFI), c) the goodness of fit index (GFI), d) the normed fit index (NFI) and e) the root mean square error of approximation (RMSEA). For all the proposed models, the chi square value was highly insignificant indicating a reasonable match between the proposed structure and the observed data. The values of CFI, GFI, NFI and RMSEA make all the four models excellent fit for the data as large values of CFI, GFI, NFI and small values of RMSEA reflect better fitting models (Hu & Bentler, 1995; 1999; Byrne, 2010). Taking QWL and WLB as dependent variables and EMP, VOW and WC as independent variables, satisfaction with relationships in life (RLT) was found to be key moderator; it moderates the relationship between EMP, VOW, WC and WLB. It moderates the variables in following three ways (see fig. 1, fig. 2, fig. 3).

![Fig. 1. RLT moderating the relationship between EMP and WLB](image1)

![Fig. 2. RLT moderating the relationship between VOW and WLB](image2)
The effect of perceived value of work on WS and QWL was explored considering the WLB as moderator. WLB was not moderating the relationship between VOW and QWL alone. However, for the relationship between VOW and WS, the effect of WLB was prevailing (as displayed in fig.4). Thus, the impact of perceived value of work on satisfaction with WS was more positive for those having high sense of WLB.

The outcomes of QWL were checked with other positive job satisfaction constructs like job commitment and employee engagement as well as on perceived reputation of the university. Surprisingly, no significant model was indicated between relationships of QWL and seven factors with commitment, engagement and reputation. The calculated values were small, such as,

1) WLB, VOW and QOP were explaining 24% of variation in commitment
2) WS and WLB were explaining 16.8% of variation in reputation
3) WS, WLB, WC and QOP explained 29.8% of the variation in engagement.

However, QWL, engagement, commitment and reputation were all positively correlated with each other. The impact of QWL, engagement (I feel that I am a valued member of this university; yes=1, no = 0) and commitment (I’d like to take part in promotion of my university; yes =1, no = 0) was found significant upon reputation (My university is rightly ranked in “W” category university; yes=1, no=0) (see Table3). Those who are engaged and committed are 6.318 and 1.560 times (respectively) more likely to emit positive reputation than those who are not
engaged or committed. For a unit increase in QWL score, there is 1.084 times greater likelihood of emanating positive reputation controlling for engagement and commitment. The model was adequate as it ensures significant improvement over constant-only model, $\chi^2 (3,313) = 131.699$, $p < 0.001$, accounting for 41.1% of the variation in dependent variable.

Table 3

Logistic Regression Analysis for Predicting Whether Reputation is Influenced by QWL, Engagement & Commitment ($N = $ )

<table>
<thead>
<tr>
<th>Variables</th>
<th>$\beta$</th>
<th>Wald</th>
<th>Sig.</th>
<th>Exp(B)</th>
<th>95.0% C.I. for EXP(B)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Lower</td>
</tr>
<tr>
<td>Engagement</td>
<td>2.378</td>
<td>79.024</td>
<td>.000</td>
<td>10.778</td>
<td>6.381</td>
</tr>
<tr>
<td>QWL</td>
<td>.081</td>
<td>4.587</td>
<td>.012</td>
<td>1.084</td>
<td>1.007</td>
</tr>
<tr>
<td>Constant</td>
<td>-2.891</td>
<td>20.004</td>
<td>.000</td>
<td>.056</td>
<td></td>
</tr>
</tbody>
</table>

Conclusion

Pay Package and job security still prevails as major attraction to draw quality employees in a teaching institution. The faculty of private universities seem satisfied with general aspects of job satisfaction, at least, there appears to be no major dissatisfaction as the mean average of scores on these items is above 3.00. However, the mean scores on satisfaction with relationships in life and work-life balance are much below the average. Therefore, these two factors were assumed to be critical in shaping holistic perception of quality of work-life for teachers of private universities working in Lahore, Pakistan.

QWL is associated with lower needs as compared with European countries where it is more associated with higher needs. Basic job characteristics like, salary, benefits, status and rank in the department/college one is working with, along with opportunity for professional growth and promotion, and satisfaction with autonomy at work defined the perceived value of one’s job and as stated above is the sole determining factor of job satisfaction and QWL. Combined with load of work, such as total number of working hours, number of courses taught, managerial load and expectations for creative output such as research determines how more or less will be satisfied with their jobs. The results of stepwise regression completely exclude variables of work climate. Therefore, if we consider the items of VOW as more of personal achievement and enhancing one’s self-esteem, then it is concluded that psychological environment is more important in creating perception of quality of work-life rather than physical environment. Quality of certain processes like teacher recruitment, training, teaching learning environment and student intake were found to be of little significance, but the student and teacher output were considered of no value and did not come up as significant factor for analysis in the data. Similarly, the quality of infrastructure, the office, labs, libraries, etc. were also taken for granted and their presence did not contributed significantly in perception of QWL. The work itself is important as means of earning bread and butter and hold respectable position in society, but it does not matter whom you work with.
The findings from 2nd level analysis are even more dramatic; the overall perception of QWL does not seem to impact much on employee commitment and engagement; even the reputation of university is taken for granted. Only the people with having strong perception of being “valued part of community” seem to be interested in “taking active part in promotion of university” and see the university as rightly ranked in “W” category.

Implications

The faculty is highly conscious of improvement in their qualification as almost 77% of the faculty has completed MPhil and were enrolled in a PhD Program or were enthusiastic about it. This is the statistics of major private universities of Lahore; the initiatives taken by HEC seem to work progressively and we may hope to see 100% PhD faulty in next few years in our universities. Moreover, improved qualifications are now perceived as tool for professional growth as well as effective means of improvement in style of life for university faculty.

The satisfaction with relationships in life and work-life balance were seen to be the most influencing variables as they moderate even sense of empowerment and satisfaction with work climate. Being a traditional and a collectivist society it is presumed that everything is seen through the lens of one’s successful engagement in personal and social relationships. Only successful and satisfied relationships will give rise to a feeling of work-life balance and an accomplished sense of quality of work-life. These psychological variables are so strong that other demographic variables like age, gender, qualification or experience also seem to have no significant impact upon perception of QWL.

It remains skeptic that after enjoying much safety and security at workplace and manageable stress at work as compared to other professional setups, people have shown little commitment and enthusiasm for their jobs and organizations they work for. Their loyalty remains questionable and so does their outputs as responsible citizens and valuable members of the society. It seems that faculty members being employees of private universities feel themselves as part of a business organization rather than considering themselves as people involved in dissemination of critical service – higher education. They are taking “teaching as business” rather than feeling being in “teaching business”.

Quality of work-life is the degree of personal satisfaction with life and work with a realistic scope of keeping up a work-life balance. The employees perceiving quality of work-life are able to enhance their personal lives, making it more meaningful and purposeful through engaging in positive attitude at work, valuing their work appreciating their work environment. Today the success of any organization is highly dependent on how does it attract, recruit, motivate, and retain its workforce; the institutions of higher education are no exception in this case. Therefore, university management must be able to create a working environment ensuring physical and psychological security and safety. They must think of original and innovative ways of developing their workforce, so that they can escalate their commitment and engagement with work. Teaching is a valued service having great role in creating future human and social capital, therefore, management of private universities must think in line with other business organizations to facilitate their employees in enhancing their life styles. Sirgy et al. (2008, p. 192) have proposed a variety of QWL programs related to work life such as: “(decentralized
organization structures, teamwork, parallel structures, ethical corporate mission and culture, the organization work schedule, etc.) and non-work life (work at home, flextime, compressed work week, part-time work arrangements, job sharing, etc.) and show how they serve to enhance QOL using the language of work-life identity”.

**Limitations**

Data collection was found to be a tough job. Most of the respondents left the open ended questions unanswered in the questionnaire and that portion was excluded from final analysis, which could have given an in-depth probe into the phenomenon of quality of work-life. Since data was collected from Lahore only, the results should be generalized carefully.

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Punctuality in Relation to Job Satisfaction among Secondary School Teachers

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Job satisfaction is an attitudinal variable that reflects how people feel about their jobs as well as its various aspects. In the functioning of organization, it is critical. The major intents of this study were to identify those factors and elements that are related to punctuality level of employee, to evaluate the level of job satisfaction and punctuality in female government and private sector teachers. A sample of 200 female secondary teachers were further divided into 100 Private and 100 Government sector schools respectively. The questionnaire administered were Job descriptive index (JDI, Smith, Kendall & Hullin, 1969) measuring five subdimensions of job related satisfaction (i.e., Pay, Supervision, Coworker, Colleague & Promotion) and Punctuality scale (Perveen, 2002) which measured the level of punctuality. Total job satisfaction score was highly correlated with punctuality level, than any single job satisfaction factor, while teachers possessing low scores on job descriptive index exhibited low level of punctuality. After comparing the scores of government and private sector teachers on subscales of JDI (i.e., Pay, Coworkers & Supervision) the result indicated that private teachers were found more satisfied than government sector teachers. It is highly suggestible that for further enhancing employee’s level of satisfaction, administrators must work on different factors and elements affecting employee’s satisfaction.

Keywords: Job satisfaction, punctuality, government school, public school, female teachers

It is a well-known fact that success of an educational institute depends on the teacher’s performance and satisfaction regarding job experience. The degree and valence of teacher’s job related experience remained always an important issue of concern for administrators. A government sector institute is considered to operate differently than the private institutes (Baldwin, 1991; Farley, 2001). Baldwin (1991) suggested that both kinds of institute differ in terms of ownership and governance style. Same issue has been the focus of interest studying private vs. government sector employee’s behavior and performance (Bellante & Link, 1981). Private school refers to educational institute, which is held and maintained by a person, group of persons or any association rather than the government. Whereas Government School is defined as, an educational institute directly upheld and directed by the bureau (National Assembly, 1995).

Job means a group of position that is similar as to kind and level of work. In some instances only position may be involved, simply because of no other similar position exists (Owojori, 2002). Job Satisfaction is an attitude about the way an individual experience in their jobs. Job is a compilation of responsibilities that carried out to in terms of production of some product or service provided by the organization. Each job has certain ability requirement (as well as certain rewards) associated with it (Lewis & Frank, 2002). Webster Dictionary (1979) gives the meaning of satisfaction as: (a) As satisfying (b) Something, which satisfies; especially (c) representation for injury or insult (d) Settlement of debt; payment or discharge of obligation pleasure or
contentment condition and the nature of the work itself. Job satisfaction is a positive emotional state resulting from the appraisal of one’s job done.

There are three important aspects of job satisfaction (Locke, 1979) (a) Job satisfaction is contingent emotional reaction towards a job situation (b) Job satisfaction is often governed by the outcome or surpasses expectation. (c) Job satisfaction signifies numerous associated stances. Job satisfaction is workers general approach towards the salary, working environment, control, promotion related with the job, social relation in the work, recognition of talent (Warsi, Fatima & Sahibzada, 2009).

The facet approach explains satisfaction with reference to sub factors (i.e., supervision, salary, relation with co-workers, the nature work and chances of getting promotion. Smith, Kendall and Hullin (1993) have suggested that: there are five fundamentals of job these are (a) The task/work (b) Pay (c) Promotion prospects (d) management and command (e) Coworkers. According to this approach, level of satisfaction relies on worker’s feelings towards various components (Luthans & Fred, 1995). Opposite of the earlier approach the global approach describes job satisfaction with context to simply asking the worker is if they are satisfied. Spector (1997) suggests that a global approach might be more handy and useful. In an other study, Shann (2001) suggests that as compared to sum of facet approach to job satisfaction; a simple 1-5 rating of how satisfied workers are in general gives a clear picture of turnover. There are many moderating variables, such as if people receive rewards they will be satisfied and this is likely to result in greater performance effort (Evan, 1997).

Level of Job satisfaction can be measured with following methods. 1) Indirect method considers withdrawal behavior turnover, absenteeism and tardiness as evidence of a lack of job satisfaction. 2) Direct method of job satisfaction; on the other hand, include the job Descriptive Index (Smith, Kendall & Hulin, 1993) the Kunin (2006) faces scale and the Minnesota satisfaction Questionnaire (Weiss, Dawis, England & Lofquist, 1967). With the Hoppock’s (1935) foundational work, the concept of Job satisfaction received much value and interest by many researchers, identifying various areas of concern for employers, such as employee turnover, punctuality, productivity and commitment (Chan, 2006).

Punctuality means ability to go the job every day, to attain job objectives and overall customer satisfaction, arriving at work on time and not to leave early (Wikipedia, 2005). Forms of punctuality are (1) Generally designated the individual’s punctuality is based upon general societal norms (2) Punctuality is based on another entity’s specific request (3) Psychologically designated the punctuality based on his own desire (Miller, et al. 2007). Forms of punctuality: (a). Generally designated The individual’s punctuality is support by social standard such as awaking early and getting sleep at night (b) Punctuality as based on somebody else particular demand such as arriving at work at sharp 8:00 am, as cleared by a boss (c) Psychologically designated the individual’s punctuality is directly linked with one’s need such as individual guideline to reach destination 15 minutes earlier (Zeffane, Ibrahim, & Mehairi, 2008).

Unpunctuality is described as form of withdrawal that which may intensify into nonattendance (Abejirinde, 2009). Unpunctual behaviour is described as late coming at work or departure before the scheduled time (Shafritz, 1980). Research has pretty well demonstrated an inverse relationship between satisfaction and Punctuality; when satisfaction is higher, Punctuality tends to be high: when satisfaction is low, Punctuality tends to be lower (Zeffane, Ibrahim & Mehairi, 2008). Nirav (2012) believed punctuality to be one of important behavioral aspect of a self satisfied and an ideal teacher in terms of fullness of time coming to school, reaching the classes in time, appearing in playground and assembly hall. Many other researchers
(e.g., Smith, 1977; Scott & Taylor, 1985) have also described job satisfaction as positively related to employee’s attendance at work. Punctuality is an ability to go to job on time to the success of the function and overall customer satisfaction arriving at work on time and to do not leave early (Wikipedia free Encyclopaedia, 2005).

The game theory suggests that as compared to passive variables, active one is important in making decisions (Rabin, 1993). This pertains to anti-promptness/tardiness because people will make arrival by making decisions based on active variables (Lammers & Joshua, 2006). Punctuality can be seen as interrelated with task assignment and the contingent conditions, ranging from social traditions, mitigating conditions and individual’s relationships and may be of variant degree in different societies and civilization (Hermann, Dominguez, & Hopkins, 1994). Positive correlation has proved between punctuality and job satisfaction among school teachers (Kokkinos & Philstrom, 2006). High satisfaction leads to higher level of punctuality. However, among state government employees it was found that low job satisfaction is likely to results in low level of punctuality (Kanungo, 1982; Morrison, 1994). Researchers have revealed strong association between time regularity and satisfaction (Tsui et al. 2001). Studies have shown that work environment, pay, promotion and supervision were identified as key factors that could amplify job satisfaction (Billingsley & Cross, 1992; Ting, 1997; Souza-Poza, 2000; Onu, Madukwe & Agwu, 2005; Tutuncu & Kozak, 2006). Same findings were reported stating that in general it is true that job satisfaction plays significant role in provoking employees to be punctuality (Poulston, 2008).

Jerald and Baran (2000) reported job satisfaction to be influential in causing absenteeism. The association between job satisfaction and turnover is noteworthy and consistent. There is intermediary connection in the association between job satisfaction and employee turnover (Wong ting-Hong, n. d.). Empirical studies have proved association between job satisfaction and absenteeism (Sadke & Sadker, 1997). Research study investigating the relationship between job satisfaction and absenteeism revealed that employee’s level of punctuality is positively linked with the satisfaction level (Matrunola, 2006). Satisfaction with one task is the fundamental evaluating factor of overall job satisfaction (Peter et al., 2007). Major source of satisfaction among teachers was interaction with students, holidays and job security (Rao, 2000). Tella et al. (2007) suggested pay scale to be an important element of job satisfaction. Koustelios (2001) describes employee’s feeling of superiority over coworkers and promotion to be an important determent of job satisfaction. Opkara (2004) suggested pay scale, supervision, promotion opportunity, the work nature and relationship with colleagues to be fundamental elements of job satisfaction. Although there is growing body of research in job satisfaction, especially in connection with punctuality it still relatively new area. Therefore, the aim of present study was to study the relationship between job satisfaction and punctuality among secondary school teachers.

Hypotheses

Based on objectives of the research following hypotheses were formulated

1. There is positive correlation between Job satisfaction and punctuality among teachers.
2. Government sector teachers are different from Private sector teachers with reference to job satisfaction.
3. Teachers of Private sector are more Punctual than Government sector.

METHOD
Sample

For the present study, six government and six public sector secondary school were randomly selected from Abbottabad district. The sample consisted of 200 secondary school female teachers (100 from Private and 100 from Government sector). Their age range was 28 to 45 years ($M = 19.18$, $SD = 1.50$).

Instruments

Following measures were used to measure relationship between job satisfaction and punctuality

**Job Descriptive Index.** Job descriptive index (JDI; Smith, Kendall & Hulin, 1993) was used comprising of 72 items. It measured five factors: Work, Supervision, coworkers, Pay and Promotion, measuring on 2-point rating scale. Positive items were scored as yes= 2, No=1 whereas 14 Negative valence items (6, 10, 21, 23, 33, 37, 41, 43, 44, 49, 57, 61, 64, 68 and 70) were scored as reverse. Reliability coefficient for the original version was reported as .70 and the present sample reliability coefficient is .72 that seems highly reliable.

**Punctuality Scale.** For measuring punctuality level another questionnaire consisting of 18 items, (Perveen, 2002) with four response options was used. Positive items were scored as Always = 4, Seldom = 3, Often = 2, Never = 1, whereas negative valence items (3, 7, 11, 16, and 18) were scored as Always = 1, Seldom = 2, Often = 3, Never = 4 respectively. Reported alpha coefficient is .77 that seems scale is reliable measure of punctuality.

Procedure

For the data collection, the researcher personally approached respondents of the concerned educational institutes. The participants were briefed about the purpose of research and were assured the confidentiality of provided information. After getting consent from respondents, verbal and written instructions for responding on both the scales were given. At the completion of scales, respondents were thanked for their cooperation.

RESULTS

Result showed significant positive relationship between job satisfaction and level of punctuality ($r = .78$, $p<.01$). Therefore, it is assumed that job satisfaction among teachers is positively correlated with their Punctuality level.
Table 1  
Mean, SD and t- scores of Public and Government Sector Secondary School Teachers on Job Descriptive Index (N = 200)

<table>
<thead>
<tr>
<th>Variables</th>
<th>Government Sector (n=100)</th>
<th>Public Sector (n=100)</th>
<th>t</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>M</td>
<td>SD</td>
<td>M</td>
</tr>
<tr>
<td>Total JDI</td>
<td>37.66</td>
<td>12.28</td>
<td>30.9</td>
</tr>
<tr>
<td>Work</td>
<td>9.84</td>
<td>5.63</td>
<td>7.62</td>
</tr>
<tr>
<td>Supervision</td>
<td>7.23</td>
<td>3.07</td>
<td>5.55</td>
</tr>
<tr>
<td>Promotion</td>
<td>6.95</td>
<td>2.24</td>
<td>5.0</td>
</tr>
<tr>
<td>Co-workers</td>
<td>5.47</td>
<td>5.01</td>
<td>7.94</td>
</tr>
<tr>
<td>Pay</td>
<td>7.69</td>
<td>3.40</td>
<td>5.72</td>
</tr>
</tbody>
</table>

\(df = 198, *p < .001\)

Note. JDI = Job Descriptive Index

Findings of Table 1 revealed significant difference between Government sector and Public school of secondary level teachers with reference to total job satisfaction. The Mean scores of public sector teachers on total JDI were higher as compared to Government sector teachers. Whereas on sub scale of JDI government sector teachers scored higher Work, Supervision, Promotion, Pay than public sector teachers work supervision Pay. On the other hand the sub facet of JDI Co-worker public school teachers scored higher than government teachers.

Results also indicated significant difference between scores of private and Government sector secondary school teachers on Punctuality scale. Mean score of private sector secondary school teachers on punctuality scale are higher than the mean score of Government sector secondary level teachers.

DISCUSSION

Present study was aimed to explore the relationship between job satisfaction and punctuality level among secondary level school teachers. Another aim of the present study was to explore the differences of different sector of job that is government and public sector with reference to job satisfaction and punctuality. It was hypothesized that the higher the job satisfaction higher will be the punctuality level among teachers. Results of the present study confirmed the significant relationship between punctuality and job satisfaction level. Empirical evidences also showed that satisfied workers are more motivated to appear in time and leave the work environment according to set time period. Present study has the support of Mount, Johnson and Ilies (2006) that behavior pattern produced by workers serves as a prominent indicator of employee’s satisfaction level. Punctuality is an important behavioral disposition of satisfied worker, likelihood of punctuality at work can inferred by the level of Job satisfaction experienced by workers (Smith, 1977; Scott & Taylor, 1985). Gunu (2003) found positive correlation between lateness and job satisfaction suggesting that the satisfied worker is likely to follow the timings of working hours and will appear in time at work place. Teacher’s level of responsibility and effectiveness depends on job satisfaction (Bishay, 1996).

Another objective of the present study was to compare government and public school teachers on sub elements of job satisfaction (e.g., Work, Pay, Promotion, Coworkers and
supervision). Result showed that significant difference with reference to satisfaction on sub elements of work, supervision, promotion, and pay and coworker; between government and private school teachers. Similar findings were reported by Saba (2011) suggesting worker’s satisfaction to be linked with their work itself and promotion. Barrows and Wesson (2009) proved two basic elements salary and promotion to be prominent indicator of job satisfaction among public and private sector workers. According to Herzberg et al. (1959), level of job satisfaction can be inferred considering the worker’s pay related experiences and feeling. Travers and Cooper (1996) has also stressed that dissatisfaction with income and promotion prospects resulted in to teacher’s tardiness. Coworker’s affiliation directly affects the level of job satisfaction (Woods & Weasmer, 2002). Studies have proved job satisfaction is directly linked with supervisor’s support and care (Peggy & Bonnie, 1994; Wood, 2008). Further studies have established that pay related discontentment lowers down the levels of motivation to perform duty up to standards (Gerhart, 2005).

Another objective of present study was to measure the difference between government and private school teachers with reference to measure of punctuality. With reference to punctuality result showed significant difference exists between government and private sector teachers. Tietjen, Rahman, and Spaulding (2004) described unpunctuality as coming late at job or departure prior to allocated time period. Kotler and Keller (2010) stated that satisfaction and motivation among workers University pushing them to be ready to act in the form of doing one’s job in time. Shaffril and Uli (2008) reported unpunctuality, laziness and deceptive behavior among less contented workers. Employee’s lateness proves to be an indicator of lack of job satisfaction (Aziri, 2011). Job satisfaction effect teachers work production, tardiness (Reyes, 1990; Ejere, 2010) as well as serves as a strong indicator of unpunctuality (Foust, Elicker, & Levy, 2006).

Present research concludes that teachers differ in their job satisfaction in relation to school type (Private and Government). Consistent result were produced by Zhongshan (2007) suggesting that private and public school teachers differed significantly on sub dimensions of job satisfaction. The present study showed that government School teachers were more satisfied and motivated than private school teachers because of healthier management, pensionable pay and improved work environment. Similar findings were presented by (Masud, 2008) stating that in general pay/salaries in private schools are regarded as reasonable, but the growing competition between private schools cause a lot of the pressure and stress which lowers down the teacher’s self-esteem. These findings of present study were predictable because as compared to Government Schools the teachers in Private Schools do not get the pensionable pay, likewise they experience stress and pressure from supervisor’s part, which lowers down the level of satisfaction. However, the Government school teachers were proved to be less satisfied with job dimension of coworker than teachers in private Schools. Probably these results were subjective by other aspect of work environment.

Implications

Findings of the present study provides foundation for understanding the significance of exhibited pattern of punctual behavior and level of job satisfaction in order to improve the level of punctuality among teachers. Study also suggests that job satisfaction is positively correlated with punctuality level among teachers both in government and in private sector schools. Empirical findings also suggest that level of satisfaction does affect work performance.
Furthermore, if administrators are trained in taking measures to improve work conditions in this way they will improve the level of job satisfaction and punctuality. Therefore, findings of the present study may help administrators, policy makers and management authority to understand the role of Job satisfaction in improving the punctuality. Finally, findings of the present study may serve as a source for further examination and analysis of other aspect regarding these variables.

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The Effect of Organizational Training on Organizational Commitment through Ethical Development: An Empirical Study

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Decrease in organizational commitment is a challenge for organizations and many organizations used training as tool to increase the affective commitment but there is a need to identify the factors of training which have effect on organizational commitment. To examine the relationship among organizational training and organizational commitment and ethical development of employee as mediator, responses of 200 employees from different service based organizations have been collected. These respondents belong to different sectors e.g. banking & telecommunication, and different level of managerial positions. While talking about training, antecedents were analysed in organizational training which consist of benefits of training, access to training, support to training and motivation for training. In this empirical study, correlation analysis and multiple regressions were used to analyse the mediation of ethical development among the training and affective commitment. Results have showed the significant positive relationship among all variables and partial mediation exists between perceived training of employees and organizational commitment, motivation. Ethical development reduces the change in employees for monetary benefits and increases the affective organizational commitment. The research provides the basis to human resource practitioners to adopt the training and selecting its factors to enhance the skills of employee and improve the commitment through ethical development. The results have been presented to researchers as well so they can find more factors to achieve organizational commitment.

Keywords: Perceived training of employees, ethical development, organizational commitment.

Achieving high productivity with quality is the dream of any organization. Productivity could be related to product or services and it could be at any level but to achieve the productivity is not simple as it sometime takes resources more than the returns. Human Resource (HR), resource-based view of the firm suggests that investments in HR develop, maintain and update the appropriate skills of employees, and hence create an inimitable core competency vital for the organization’s competitive sustainability (Barney, 1991), has to struggle a lot to achieve the productivity from theory x to theory y. Achieving the quality and excellence in services to make customer satisfied, depends on the employees attitude, behaviour and performance (Kusluvan & Kusluvan, 2000; Saibang & Schwindt, 1998).

Training is the most important factor which can raise the attitude, behaviors and performance of employees up to a certain level which can yield satisfied and loyal customers. In many studies training is referred to the most important investment by an organization towards its employees. “Different from physical and financial investment, investment in training brings a distinct advantage to organization because training enhances organizational performance. It does this through increasing the skill, motivation and knowledge of employees. Thus, the intellectual
capital of organization is increased” (Bulut & Culha, 2010). Some more studies argued that training emerged the employees into more valued, that is committed employees.

Here is the management dilemma that many managers are unaware of the benefits of training and are just engaged into close monitoring of their subordinate to attain the high quality and productivity. So with the advancement of techniques in management sciences it becomes obligatory for managers to recognize the need and type of training. Some authors argued this need as “An enduring challenge for management training and development has been the effective transfer of learning to the workplace and in particular the successful association of learning with training for the accomplishment of management development objectives (Casey, 1980; Cox, 1984). One another dilemma is that many of the organizations hesitate to invest on training due to high turnover rate of some specific industries (Kuruuzum, Cetin, & Irmak, 2009) its reason is given in social exchange theory (Blau, 1964) as well as in psychological contract theory (Rouseau, 1990), which describe that employees have financial expectations very high which make them not willing to stay in organization. It was then get related to employment relationship theory, some of the argument in this describe that it’s the obligation of employees to perform the given tasks, duties and to utilize the organizational resources professionally & efficiently and on the other hand it’s the obligation of employer to give competitive salaries (Coyle-Shapiro, 2002), fringe benefits and more over the career development through the skill enhancement against the efforts of employees.

The training literature suggests that training and development and organizational commitment are significantly associated with each other (Ahmad & Bakar, 2003; Bartlett, 2001; Bartlett & Kang, 2004; Sabuncuoglu, 2007). There is another need of the day, training for ethical development of employees as skill enhancement will lead an employee towards the need of high financial return which eventually guide him to leave the current organization or the higher position (which is not always possible) but the ethical development bound him to work in the organization and to apply the skills which he learned from the same place. The purpose of the study is to identify the parameters of training, its outcomes and evaluating the results in terms of organizational commitment. Study focus on ethical development & enhancing the skills of employee to attain affective commitment of employee towards organization to achieve its strategic targets.

This study will investigate employee commitment through some variables, which are (1) support for training (2) motivation to training (3) access to training (4) benefits from training (5) ethical development. The measuring instrument for these variables is already used in different studies and is enough reliable and valid so can be used in further studies. Despite of its previous reliability, in current study the reliability of instrument will be verified again. The next section in this article is the review of published literature concerned to training and organizational commitment, then the hypothesis will be generated through the study sections of training which can help in concluding the impact of training in further section, which will be the research methodology.

Organizational Commitment

Trainer is the old French word means ‘to drag’ (King, 1969) through this training means the process to drag the experience along with the desired objectives (Landy & Trumbo, 1976). The training is the area which is focused by firms widely and they have spent billions of dollars on it (Broad & NewStrom, 1984). It also has wide aspect of research, its multidimensional
impacts can also be found in many famous researches. Achieving organizational commitment through training is the objective of such research organizational commitment also known as affective organization commitment and can be explained by how much employees are involved emotionally willing to participate in organization to achieve its strategy goals (Mowday, Steers, & Porter, 1979) training is used to modify or an attempt to modify the behaviours of individual trainees (Goldstein & Gillium, 1990). These behaviours could be related to employees’ commitment towards organization. Study of management training has found that the manager who perceive that their training can help them in performing their tasks are more likely attempt to use the new skills then they return to their work (Baumgartel & Jeanpierre, 1972). Ethics is the most important part of any organization as many of researches show that three quarters of American companies have formed their code of ethics and most of them offer the training of ethics as well to their employees (Greengard, 1997; Rice & Dreilinger, 1990; Veaver, Trevino, & Cochran, 1999). It can help to increase in commitment of employees as part of ethics. It can bind an employee to perform the enhanced skill in organization for which he learned those skills, most of skills are useful for employees in their further work life. This refers to general training. It leads employee to achieve more productivity and expect higher wages and more improved succession plan (Kaufman & Hotchkiss, 2006). The more committed employees the more willingness to perform in the organization and to remain with the organization. (Steers, 1977).With the increase of employee commitment the search for employment decreases (Green, Felsted, Mayhew, & Pack, 2000). Buchanan has defined three components of organization commitment (1) Identification, how an employee perceives and adopt organizations value and goals. (2) Involvement, emotional engagement in the activities related to employees role and work. (3) Loyalty, feeling of affection or attachment of employee for organization. Allen & Meyer describe three components model of organizational commitment as emotional attachment to organization, identification with organization and involvement in organization. It all refers that how a bond between organization and employee could be stronger. So organization gets ready to spend on employees’ training and employees are willing stay with organization. Affective commitment is the most reliable and valid predictor of organizational commitment, which is the only predictor of turnover and absenteeism (Somers, 1995). There is a significant relationship among job satisfaction and organizational commitment (Yang, 2009; Yilmaz, 2002).

Organizational Training

Human resource is the most integral part of the organization that’s why it’s referred as human capital. Training is the process to increasing the worth of human resource. Training is mentioned as investment in many researches because it provides higher productivity by improving the skills of employee. Increase in globalization in past two decade brings more intense competition for organizations. Now the organizations are more focused but people are still neglected which are the most important instrument to sustain in competition (Kanter, 2006). Training delivered by the organization is important and effective for employees who even differ widely in personal control, self-esteem and job involvement. However, the employees who are committed to organization are expected to respond more positively than those who are not committed (Orpen, 1999). Training is referred to the technique used by manager to decrease the mistakes and increase the knowledge and productivity. It’s the role of HR manager to identify or assess the need, type and effectiveness of training so accurate training programs should be designed (Bulut & Culha, 2010). Training is the most important part of human resource functions
and successful human resource planning is considered the one which include sustainable training. Which means organizational training is the important aspect of organizational strategy and it helps to achieve organizational vision (Tanova & Nadiri, 2005). Training can be implemented and evaluated with a multi-dimensional structure which include access to training, its benefit and support. The next section of study is going to hypothesize the training its impact on employee skills and ethical development to gain the organizational commitment.

**Ethical Development**

Members of the organization are triggered by many internal and external factors which influence their perception regarding the moral standards of the organization. According to Schneider and Reichers (1983) the climate or the culture of the organization generally originates through the following:

1. **Socialization Process** of the organization that guides the members of the organization to act in an appropriate manner in every situation.
2. **Inclination towards the objective structural characteristics.**
3. **Process of ASA (Attraction, Selection and Attrition)** in which same type of people is attracted selected and retained (Schneider, 1987).

According to Victor and Cullen (1988) the ethical culture of the organization is also affected by the socio-culture environment of the organization as well as its history. Also the values held by the organization have strong impact on the organization’s acts (cf. Meghno & Ravlin 1988) and also influence the ethical climate of the organization (Keenay, 1994). Basically the values are the beliefs of a person or groups which are relatively stable beliefs held by people or organizations, instrumental and terminal values are required (Meglino & Ravlin, 1988; Rokeach, 1973). They are the behavioral guidelines that direct the behaviors or conducts.

Now organizations are getting to know the thing that their formal set of rules and policies are not enough to bring in the desirable ethical development of employees. Organizations are providing their employees with training regarding ethics, reported from an Ethics Resource Center Survey that there is a 22% increase in number of such organizations. Micheal Daigneault, president of ERC, argued that organizations are realizing the importance of business ethics just the organizational rules are not enough and they should introduce and bring in the discussions on ethics in orientation programs of employees, also training and development courses must include it or a full fledge course of Business Ethics should be considered (Baker, 1997). Training changes the behaviors and environment by providing the learning atmosphere (Goldstein, 1993). Training regarding ethical concepts can help to introduce and learn the moral standards, role play, case studies and other such exercises may help in learning.

According to Sims and Koen (1997) individuals are less likely to leave their job if their existing ethical climate is same as their preferred one. As far as the top management teams are concerned the sharing of important information among member mental model will help them to gain a common understanding while making strategic decisions. (Langfield-Smith, 199; & Porac et al., 1989). Training can bring about a mental consensus among the managers regarding the issues like, ethical issues, behavioral expectations, environmental cues etc. Managers will be able to have a common understanding which will facilitate the whole organization to have a better understanding and knowledge regarding moral behaviors.
A positive ethical culture can be generated in an organization by bringing in the desegregated or integrated organizational structure. The structure that helps to promote among members the shared values, importance of the fact that all the units are interrelated and interdependent, promotes collectivism or collectivist culture and thinking also bring strong understanding with each other and trust. (Cohen, 1995). which ultimately brings the organizational commitment.

Rest and Nelson (1986) argued that a huge body of literature support that the ethics education or training have positive impact on ethical development. Moreover Arlow and Ulrich(1980) business and personal ethics of business professionals excelled significantly as they got the exposure to course training of ethical decision making. Furthermore, Hian Chye and Elfred (2000) makes sense by saying that understanding of link between organizational ethics and outcome can give a lot benefits for example at upper level financial performance and on individual level consequences such as job satisfaction, stress, motivation, commitment or job performance can have significant impact on organizations. There are four antecedents which participate in the organizational training and its impact on organizational commitment. In many research, impact of training on organizational commitment was measured through improving skills and it was not treated as mediating variable and to measure it the following four variables were commonly used (1) support for training (2) motivation to training (3) access to training (4) benefits from training. The second mediating used in this research is ethical development.

\[ \text{Perceived training of employees} \]

- Motivation for training
- Access to Training
- Benefits from Training
- Support for training

\[ \text{Ethical Development} \rightarrow \text{Organizational Commitment} \]

*Figure 1: relationship among perceived training of employees, organizational*
The following hypotheses are developed from literature review:

1. Employees’ perceived training is positively correlated and has significant impact on organizational commitment
   1a. Employees’ degree of access to training positively affects organizational commitment.
   1b. Employees perception of motivation to training positively affects organizational commitment.
   1c. Employees’ degree of perceived benefit from training positively affects organizational commitment.
   1d. Employees’ degree of perceived support for training positively affects organizational commitment.

2. Ethical development mediates the relationship between employees’ perceived training and organizational commitment.

METHOD

To conduct this research, quantitative research method is used for this study. The convenience sampling technique is used to collect the data. Data was collected from employees of different service organizations working at different positions. Two service sectors banking and telecommunication are selected for data collection. 200 questionnaires were distributed and 70 were received. This research represents the employees’ perception toward the training and its impact. As in Figure 1 perceived training of employee mediates employees’ ethical development and ultimately it has impact on affective organizational commitment. It represents that organizational training through skill enhancement develop an employee ethically and that ethical development enhances his affective commitment towards organization.

Sample

Permanent employees represented 89%, male employees represented 78%, about education 5% diploma holders, 22% bachelor’s degree holder, 70% Master’s degree holder and 2% doctorate degree holder. 17% people were above 40 years of age, 21% were 33 years to 40 years, 22% were 26 to 32 years and remaining 4% were 18 years to 25 years age people. 89% people were working full time and the remaining are the part time employees.

Instrument

All scales of the research have been adopted from the existing literature and 5 point likert-scale grading is used; where 1 represents strongly disagree and 5 represents strongly agree. The major part of instrument have been adopted have been adopted from Bulut and Culha, who had adopted the instrument of affective commitment of Meyer et al. (1993). The scale of training perception adopted based on four components training motivation, access to training, benefits from training and support for training; and ethical development scale has been adopted from Sekerka and Leslie.
RESULTS

Findings of the research based on the statistical analysis as in table 1; there are correlations among all variables and it is analysed that all variable are significantly correlated with each other either at the .05 significance level or at the .01 significance level. Correlation test of perceived training of employees, ethical development and organizational commitment are significant and have positive relations with each other; thus correlation test provides the significance to the study.

Table 1
Correlations Analysis of Variables

<table>
<thead>
<tr>
<th>Variables</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Organizational Commitment</td>
<td>(.81)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2 Ethical Development</td>
<td>.43**</td>
<td>(.86)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3 Motivation for Training</td>
<td>.45**</td>
<td>.72**</td>
<td>(.80)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4 Access to Training</td>
<td>.33**</td>
<td>.26*</td>
<td>.34**</td>
<td>(.79)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5 Benefits from Training</td>
<td>.38**</td>
<td>.52**</td>
<td>.76**</td>
<td>.32**</td>
<td>(.92)</td>
<td></td>
</tr>
<tr>
<td>6 Support of Training</td>
<td>.52**</td>
<td>.57**</td>
<td>.64**</td>
<td>.40**</td>
<td>.62**</td>
<td>(.81)</td>
</tr>
</tbody>
</table>

*p < .05, ** p < .01, *** p < .000

Results of correlations are significant and thus accept hypotheses H1, H1a, H1b, H1c and H1d. The important and the exciting aspect of the study was mediation of ethical development in the relation of perceived training of employees and ethical development. To prove this, study has performed three regression equations. To analyze the mediation test, three steps are performed that are suggested by Baron and Kenny (1986). There are three steps to test mediation between independent and dependent variable:

Step 1: in this regression equation, ethical development is regressed on perceived training of employees. Table 2 signifies the results of regression test. Value of perceived training of employees is $R^2 = .55, p = .00; these values show that 55% variance in ethical development is explained by perceived training of employees. Thus positive impact of perceived training of employees on ethical development is signified.

Table 2
Regression results for perceived training of employees’ effect on ethical development

<table>
<thead>
<tr>
<th>Step 1</th>
<th>β</th>
<th>$R^2$</th>
<th>$\Delta R^2$</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Perceived training of employees</td>
<td>2.457</td>
<td>.55</td>
<td>.55</td>
<td>.000</td>
</tr>
</tbody>
</table>
Step 2: regression equation is performed to analyze the effect of perceived training of employees on organizational commitment.

Table 3
Regression results for perceived training of employees’ effect on organizational commitment

<table>
<thead>
<tr>
<th></th>
<th>β</th>
<th>$R^2$</th>
<th>$\Delta R^2$</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Step 2:</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Perceived training of employees</td>
<td>1.16</td>
<td>.31</td>
<td>.31</td>
<td>.000</td>
</tr>
</tbody>
</table>

Value of perceived training of employees is $R^2 = .310$, $p = .000$ which represents that 31% variance in organizational commitment is explained by perceived training of employees and signifies the relationship of independent and dependent variable.

Step 3: According to Baron and Kenny, if step 1 and step 2 shows the significant results and fulfill this condition then third step is performed. In third step, both ethical development and organizational commitment is regressed on perceived training of employees. Mediation effects are confirmed when value of independent variable is reduced as compared to its value in previous step. The model is significant as in previous studies has showed. Full mediation is found when regression analysis is performed.

Table 4 represents the results of mediation test. According to Baron & Kenny, full mediation exist as value of perceived training of employees is decreased from $R^2 = .31$, $p = .00$ to $R^2 = .189$, $p = .00$. Thus above three regression models signified the research model proposed for this study.

Table 4
Regression results for perceived training of employees and ethical development effects on organizational commitment

<table>
<thead>
<tr>
<th></th>
<th>β</th>
<th>$R^2$</th>
<th>$\Delta R^2$</th>
<th>Sig.</th>
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<tr>
<td>Step 3:</td>
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<tr>
<td>Perceived training of employees</td>
<td>2.457</td>
<td>.189</td>
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Results for mediation test of ethical development also accept hypothesis H2. All these analysis are significant in terms that they are conveying their message to the managers of Pakistan’s organizations. What they have to do? How to react? What the policy has to be? So the next section will give the answers to these questions.

**DISCUSSION**

This study refers that all data analysis are significant. In Pakistan’s organizational culture benefits of training are not transferred to the employees and the employees didn’t have access to training and desired outcomes are obtained through trainings. On other side, organizations in Pakistan who are providing benefits, motivation and support to employees for training are showed improved results. Ethical development has significant impact on organizational commitment and If organizations focus on the components of training then they could have direct association of commitment and training with ethical development, as ethical development
previously defined in terms of behaviors at the workplace which creates a level of satisfaction in employees and ultimate direction towards strong association among employees & organization and willingness to achieve organization’s objectives.

Managerial Implications

Organizations in Pakistan’s context give training to achieve their objectives not of their employees, here management has to realize that if they focus on personal development of employees and they make their employees understand that these trainings can help them in their future career and organizations make ethical development part of their training then it would be the development of organization. After such personal development, a new culture will be introduced in the organization and old employee will come with new passion to achieve the objectives of organization because they feel themselves at the higher level or the organization will become prestige for them. So now managers have to give the access of training to employees and employees themselves understand the need of their training. As Bulut & Culha refers the manager arrange training from senior employee to junior, it can decrease the cost of training as well fulfill the need of training. The other main area under the focus is the benefits from training have to be transferred to employee along with the organization. If employee after training giving more productivity then he must be more rewarded, however benefits not only includes the monetary reward as our definition of benefits include personal benefits, career based benefits and job related benefits. So organization must design training in such sense that these objectives must be fulfilled in the structure of training.

Implications

This research study has used cross sectional data. Future research can explore the long term impact of trainings on employees’ performance and organizational commitment. Changes in employees’ behaviors, motivation level and skills can be explored over a certain period of time. Other future research can be done for analyzing the impact of perceived training of employees on other predictors such as organizational performance and industry reformation. Other industries like manufacturing industries can be considered along with service industry for research with the same proposed model for this study.

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The Link between Organizational Ethics and Job Satisfaction: A Study of Managers in Singapore Author(s): Hian Chye Koh and El'fred H. Y. Boo
Reviewed work(s): Source: Journal of Business Ethics, 29, 4, Special Issue on Work (Feb., 2001)
ABSTRACTS FOR POSTER PRESENTATIONS
Perceptions of Students and Political Parties Representatives about Political Leadership

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The present research was designed to explore the perception of students and political parties’ representatives about Political Leadership. The study was conducted in two phases: Phase-I of the research dealt with developing of questioning route/interview schedule. A forced choice questionnaire about Leadership Behaviors in which male or female leaders differ by (Martha, 2006) was used for interviews with representatives of Pakistan People’s Party Parliamentarian along with open ended question guide. Phase-II of the research consisted of three parts: in part-I, three focus groups discussions were conducted with 30 university students (men = 14; women = 16). In part-II, two focus groups discussion were conducted with 16 political parties representatives (men = 8; women = 8) and in part-III, two in-depth interviews were also conducted with the political parties representatives (male & female Members National Assembly). The thematic analysis technique of content analysis was used to analyze the data. As far as the perception of leadership was concerned, the result showed a leader directs (56%) is brave. For the perception of political leadership in Pakistan, it was based on self interest and short sightedness (43%). For the perception of female political leadership in Pakistan, the result showed that female political leaders were seen as a “dummy figures” (86%), if female do come into politics, it shows strong decision making on her part (63%) and female leaders were approachable to those ladies who were hesitant to go to male leaders (81%). For the perception of successful male political leaders, results showed that those male leaders were considered successful who had clarity in their objectives (43%), took bold decision (76%), sustain pressures (63%), and easily mixed up with the society (86%). As far as the perception about practical difference present in male and female political leadership was concerned, mostly thought that decision making was distinctive criteria for practical difference in male and female leaders (90%) and female leaders were used for organizing election campaigns (18%). The findings of the present research revealed the common attitude of our society towards gender roles. Overall, the present research showed general attitude and perception of our society regarding political leadership. The findings of the present study were supported by various earlier researches.

Organizational Commitment Questionnaire: A Meta Analytic Review

Sadia Abbasi, Anum Aman, Ali Hassan, Fizza Iqbal, Aisha Rashid, Saman Rukh, Haleema Saadia, & Misbah Zafar

*National Institute of Psychology, Quaid-i-Azam University, Islamabad*

The present Meta analytic review aims to study the findings of Organizational Commitment Questionnaire/Scale during last ten years. The focus of this Meta analytic review is only on 25 Pakistani researches. The major psychological variables studied along this questionnaire/scale are job involvement, job satisfaction, and organizational politics. The major demographic variables studied along this questionnaire are age, experience, gender, pay range. The sample most repeatedly studied were managers, bankers (public, private) employees. This
scale/questionnaire has also been used for retention of employees by IT experts. The results obtained by this questionnaire/scale across gender were not consistent. Also the results obtained by this questionnaire/scale were not consistent across work experience. The range of reliability of these 25 researches was found to be 0.47 to 0.88. The alpha reliability co-efficient of the sub scales i.e., Affective Commitment, Continuance Commitment, and Normative with alpha co-efficient ranges .58-.73, .38-0.58, and .47-.70 respectively. Abdullah (2011) established the construct validity of the scale for Pakistani population by dropping four items which were not loaded on their appropriate scales. This revised form of scale contains 14 items with the new variables named New Affective, New Continuance, and New Normative which were found to be stable.

Ex-Servicemen Re-Employment: Organizational, Psychological, and Economical Effects

Tabinda Jabeen, Mahwish Rabia, & Misbah Shahzadi
Women Research and Resource Centre, Fatima Jinnah Women University, Rawalpindi

The present study was conducted to identify various impacts of ex-service men reemployment. In this research, the convenient purposive sampling technique was used. A sample of 25 respondent (ex-service men) age ranging (55-70 years) belonging to different public and private sector organizations were selected from different areas of Islamabad and Rawalpindi. An interview guide was prepared to analyze certain aspect of ex-servicemen re-employment. The interviews were conducted to assess the psychological, organizational and economical impacts of reemployment on them, whether the expertise of ex-service men were used fully and positively as well as how much the efficiency of organization improved due to their contribution. How important the reemployment is for them economically and how reemployment affects them psychologically. Results showed, in some organizations they are satisfied that the organizations use their potential positively and properly, but some use them just for the sake of their workload without valuing their expertise, which caused psychological distress in them. The reemployment of these retired people is also causing economical effect. However, where these people are used as experts these organizations have improved their performance. The psychological satisfaction is greatly influenced by the economical effect of their reemployment. When we had a look on psychological and economical impacts various effects were observed related to variation of organization’s affiliation, salary package, personal characteristics, family support. These reemployments in majority of cases cause a positive influence and mental satisfaction on their well being and they considered themselves as a valuable contribution to the organization specifically and to society at general level.

Work Life Balance and Job Satisfaction among Employee of National Bank of Pakistan

Maryam Bibi & Irum Naqvi
National Institute of Psychology, Quaid-i-Azam University, Islamabad

The present study was undertaken to explore relationship work life balance and job satisfaction among employees of National Bank of Pakistan. Job satisfaction scale (JJS; Wysocki & Kromm’s, 1986) and Work Life Balance Scale (WLBS; Fisher-McAuley, 2003) were administer on a sample of 30 employee
including man \( (n = 15) \) and women \( (n = 15) \). Age range of the sample was from 20-55 years, belonging to National Bank of Pakistan of Islamabad. Result indicate that there is a positive relationship between work life balance and job satisfaction among employee of National bank and that the man score high \( (M = 9.29, \ SD = 32.32) \) on WLBS as compare to women \( (M = 7.34, \ SD = 4.3) \). Study also supported the hypothesis that employees living in nuclear family system have more work life balance as compared to employees living in joint family system. Non-significant gender differences were found on job satisfaction of employees. Study revealed non-significant differences were found on the work life balance and job satisfaction of married and unmarried employees. Finally, results found that employees living in nuclear family having more job satisfaction than employees living in joint family system.

**Personality Factors and Organizational Citizenship Behavior in Service Organizations**

Noor Muzammil & Nasreen Akhtar

*Department of Psychology, GC University, Lahore*

The study investigated the role of personality factors in determining organizational citizenship behavior (OCB) of employees working in service organizations of public and private sector. The total of 97 employees (40 females, 47 males) working in service organizations (hospitals, banks and universities) were administered short version of NEO Five Factor Inventory (FFI), with five subscales (neuroticism, extroversion, openness, agreeableness and, conscientiousness) to measure personality factors. Organizational Citizenship Behavior Checklist (OCB-C) with two subscales (Organizational Citizenship Behavior towards organization (OCBO) and Organizational Citizenship Behavior towards people (OCBP) was used to assess citizenship behavior of employees. Conscientiousness proved to be the best predictor of Organizational Citizenship Behavior. Openness also proved to be another predictor of Organizational Citizenship Behavior. Results of two-way ANOVA indicated that organizational sector (private, public) and nature of organization had no significant effect on Organizational Citizenship Behavior. The findings of this study have important implications for managers and experts of organizational behaviour.

**Perceived Organizational Climate and Organizational Commitment among Bank Employees**

Syeda Rabia Shaheen & Shaista Waqar

*National Institute of Psychology, Quaid-i-Azam University, Islamabad*

The present study was undertaken to study perceived organizational climate and organizational commitment among bank employees. Instruments used for the purpose were Litwin and Stringer (1968) Organizational Climate Questionnaire (OCQ) to measure perceived organizational climate and Organizational Commitment Questionnaire (OCQ) developed by Myer and Allen (1984) to measure the Organizational Commitment among employees. The sample of the study which included 200 bank employees (114 = men and 86 = women). Age range of the sample was from 20-50 years, belonging to public and private sector banks of Islamabad and Rawalpindi. The reliability of Organizational Commitment Questionnaire was found to be .69 and reliability of Organizational Climate Questionnaire was .90. It was hypothesized that there will be a positive relationship between perceived organizational climate and organizational commitment.
among employees. Results revealed a significant positive relationship between organizational climate and organizational commitment. Results also disclosed that men are more committed to their jobs as compared to women but continuance component of commitment is more in women as compared to men this means that men scored more on organizational commitment questionnaire as compared to women but women scored higher on continuance commitment as compared to men. Results revealed significant differences among married and unmarried employees. Study revealed that married employees are more committed as compared to unmarried employees. The study also found support for the hypothesis that commitment and perception of organizational climate of employees increases as age increases and private sector bank employees are more committed and have positive perception of organizational climate as compared to employees of public sector.

**The Multifactor Leadership Questionnaire (MLQ): A Meta-analytic Review**

Abeeha Sohail, Allina Khan, Faryal Farooq, Fehmina Mughal, Saba Khurshid, Salma Ali, Samreen Masood Abbasi, & Shamyle Rizwan Khan.

*National Institute of Psychology, Quaid-i-Azam University, Islamabad*

The present study is a meta-analytic review of the researches that have used the Multifactor Leadership Questionnaire (MLQ) as a measure of leadership styles in Pakistan only. A total of 11 researches from the past 5 years have been included in the analysis. 8 of these researches are from the National Institute of Psychology (NIP), Quaid-i-Azam University, Islamabad. The analysis reveals that the MLQ has been majorly studied with the demographic variables of gender, age, education levels, the public and private sector of educational institutes and organizations, and with the amount of job experience. Apart from measuring the types of Leadership styles, MLQ has been dominantly studied with the constructs of Decision Making Styles and Motivation. The alpha coefficient of MLQ is found to be significant across varied samples, with a range of .77 – .95. The Multifactor Leadership Questionnaire which consists of 36 items also has a short form; Multifactor Leadership Questionnaire - form 6s. This short form has only 21 items. MLQ has also been translated in Urdu by M.Phil. and Ph.D. level researchers at NIP, for the ease of understanding across samples of Pakistan.

**Impact of Perceived Organizational Support (POS) on Organizational Commitment**

Khalid Mahmood, Faiza Zahoor, & Rabia Imran

*University Institute of Management Sciences, PMAS Arid Agriculture University Rawalpindi*

The purpose of this study is to measure the impact of Perceived Organizational Support (POS) on all the three dimensions of Organizational Commitment as given by Allen and Meyer (1991) i.e. affective commitment, normative commitment and continuance commitment. The data had been gathered by using quota sampling and the population for the study was commercial banks of Pakistan. Organizational Commitment (OC) is a state where the employees feel morally and psychologically attached to an organization and its study had been a subject of interest for the researchers in the field of social sciences and psychological behavior. Organizational commitment was measured by an instrument developed by Meyer and Allen (1991) having 25 items Perceived Organization Support was measured by a short
form of Survey of Perceived Organizational Support (SPOS) developed by Eisenberger, Huntington, Hutchison, and Sowa (1986). The results of the study indicated that POS has significant positive influence on all the three component organizational commitment i.e. affective, normative and continuous commitment. The study includes specific findings and recommendations along with limitations and directions for future research are also discussed in detail.

**Effect of Emotional Intelligence on Team Effectiveness**

Nauman Khalid & Rabia Imran  
University Institute of Management Sciences, PMAS Arid Agriculture University Rawalpindi.

The study conceptualized impact of Emotional Intelligence on Team Effectiveness. Team Effectiveness depends upon number of variable factors (mainly Emotional Intelligence) that has a great effect on team effectiveness. A Purposive sample of 300 employees from Telecommunication sector was selected for the study. The Results of study revealed positive and significant impact of Emotional intelligence on Team Effectiveness. Implications and future recommendations are also discussed.

**Effect of Job Promotion and Feedback on employee motivation**

Muhammad Amin & Rabia Imran  
*University Institute of Management Sciences, PMAS Arid Agriculture University Rawalpindi*

The main objective of our study was to find out the impact of job promotion and feedback on employee motivation. A purposive sample of 250 employees from telecommunication sector of Rawalpindi and Islamabad was used for the study. The findings of the study revealed a significant and positive impact of job promotion and feedback on employee motivation. Limitations and direction for the future research are also discussed.

**Transformational Leadership as a Determinant of Innovative Work Behavior**

Faiza Zahoor, Rabia Imran, & Khalid Mahmood  
*University Institute of Management Sciences, PMAS Arid Agriculture University Rawalpindi*

The study was aimed at investigating the relationship between transformational leadership and innovative work behavior. A purposive sample of 207 employees from Fast Manufacturing and Consumer Goods sector of Pakistan was selected for the study. The concept of Innovative Work Behavior was measured by Zaman (2006) scale which consisted of 28 items and the concept of transformational leadership was measured by ‘the Multifactor leadership Questionnaire’ (MLQ-Form 5X- short; Bass & Avolio, 2000). The results revealed a positive and significant impact of transformational leadership on innovative work behavior. Implications of theory and future aspects are also discussed.
Transformational Leadership and Performance: A Meta-analysis

Kiran Munsif & Rabia Imran
University Institute of Management Sciences, PMAS Arid Agriculture University Rawalpindi.

Transformational leadership has been studied extensively with respect to follower performance across criterion types. This meta-analysis examined various variable and study areas of transformational leadership in past 10 years. The primary focus of studies is to highlight the possible theoretical areas to work and the important transformational areas that have been covered. Important areas in which studies held fit into (a) Transformational leadership is set of behaviors and attributes that come under the big heads of charisma, inspiration, intellectual stimulation and individual consideration. Most important dimensions of transformational leadership these dimensions can be used as identification of a transformational leader. (b) Dimensions are vision, inspirational relationship and communication, intellectual knowledge and stimulation, supportive leadership, personal recognition. (c) Transformational leadership has a stronger effect in teams that use only computer-mediated communication, and hence achieve higher levels of team performance. (d) Some of the attitudes of followers are like that they can affect the effectiveness of transformational leadership and at the same time they are the outcome of transformational leadership. Three most important followers’ attitudes of trust, value congruence, and loyalty to study as moderators and mediators of leader’s effectiveness. Transformational leaders enhance followers’ trust levels through their concern towards followers, demonstrating capabilities to achieve the leader's vision, and through self-sacrifice, which in turn makes their leadership process more effective. (e) Leadership transfer to next generation and important factors for successor to be a good leader. Successor can be a successful leader by self-development, socialization learning, training and succession planning.

Impact of Organizational Justice on Job Satisfaction

Maryam Ilyas, Saba Zubair, Noor ul Ain, & Razzaq Ather
University Institute of Management Sciences, PMAS Arid Agriculture University Rawalpindi.

The main adjective of the study is to find out the impact of organizational justice (distributive justice, procedural justice and interactional justice) on job satisfaction. A convenient sample of 170 respondents from the telecom sector of Rawalpindi and Islamabad was selected for the study. The results showed positive and significant impact of organizational justice (distributed justice, procedural justice and interactional justice) on job satisfaction.

Gender and Leadership Styles: A Meta-Analysis

Nida Bukhari, Danyal Baig, & Rabia Imran
University Institute of Management Sciences, PMAS Arid Agriculture University Rawalpindi.

Leadership is a term that evokes strong stance and inspires lively debate. Everyone seems to have a different view on the subject of leadership. Leaders themselves are both reviled and respected. In order to help people more fully grasp the issue of gender and leadership the current study was aimed at finding that do women and men lead differently? Reviews of the researches
have established the presence rather than the absence of overall sex differences. Also, there exists a prototype of a good leader, the characteristics of which are dominantly mannish and these mannish traits are associated with success. Review establishes that men are generally perceived to be independent, assertive, and courageous. While, traits such as being emotional, supporting, sensitive, gentle, kind and affectionate are associated with women. However, it is noted that it is not the gender, primarily, but culture and context, in addition to many other factors, that shape the leadership style. Gender stereotypes also come into play when it comes to assigning roles that are associated with males.

The Multifactor Leadership Questionnaire: A Meta-analytic Review

Abeeha Sohail, Allina Khan, Faryal Farooq, Fehmina Mughal, Saba Khurshid, Salma Ali, Samreen Masood Abbasi, & Shamyle Rizwan Khan

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The present study is a meta-analytic review of the researches that have used the Multifactor Leadership Questionnaire (MLQ) as a measure of leadership styles in Pakistan only. A total of 11 researches for the last 5 years have been included in the analysis. Eight of these researches were from the National Institute of Psychology, Quaid-i-Azam University, Islamabad. The analysis revealed that the MLQ has been majorly studied with the demographic variables of gender, age, education levels, the public and private sector of educational institutes and organizations, and with the amount of job experience. Apart from measuring the types of leadership styles, MLQ has been dominantly studied with the constructs of decision making styles and motivation. The alpha coefficient of MLQ was found to be significant across varied samples, with a range of .77 - .95. The Multifactor Leadership Questionnaire consisted of 36 items also has a short form; Multifactor Leadership Questionnaire-form 6s, which has only 21 items. MLQ has also been translated in Urdu by M.Phil. and Ph.D. level researchers at National Institute of Psychology, for the ease of understanding across samples of Pakistan.

Impact of Negative Emotions on Leader’s Performance: Empirical Study of Banking Sector of Pakistan

Ali Haider & Shuja Ilyas

University Institute of Management Sciences, PMAS Arid Agriculture University, Rawalpindi

Organizations involve emotions and passions. The administration of emotions is complex and unstable. Some emotions maybe controlled and some may be redirected, yet many have roots in unconscious origins. Exhibit of negative emotions had a noteworthy and harmful affect on follower measurement of leader usefulness as compared to impartial emotional show. This study focused on three main negative emotions like depression, anxiety, and irritation that directly affect the leader’s performance. This study uses questionnaire approach in order to examine the extent to which these negative emotions affect the leader’s performance. Results indicated that anxiety, irritation, and depression have significant impact on leader’s performance. It was recommended for managers to create and keep a positive emotional climate in their workplaces rather than negative emotions.
Social Anxiety and Work Ostracism at Work Place

Alia Kamal Bajwa, Annum Khan, Javeria Ahmed, Saadia Khalid, Tabassum Khan, & Tamkeen Arshad
National Institute of Psychology, Quaid-i-Azam University, Islamabad

The present study attempted to explore the relationship between social anxiety and work ostracism among private organizational employees. The sample consisted of 60 employees including men (n = 30) and women (n = 30). Social anxiety was assessed with the help of Social Anxiety Scale (Raza, 2005); whereas, work ostracism was assessed with Work Ostracism Scale (Ferris, 2008). Results indicated that social anxiety and work ostracism were positively related with each other (r = .62, p < .05). Men exhibited more social anxiety and work ostracism experience at work than women. Future implications of the study were also presented.

Relationship between Leadership Styles and Communication Climate

Aliya Abbasi, Asma Abid, Ayesha Samman, Huma Jamil, Maria Mushtaq, & Saman Riaz
National Institute of Psychology, Quaid-i-Azam University, Islamabad

In this study the relationship between leadership styles and organizational climate was explored. The sample (N = 50) included both women (n = 25) and men (n = 25). Leadership style was assessed with the help of Multifactor Leadership Questionnaire (Hussain, 2008) and communication climate was assessed with the help of Communication Climate Questionnaire (Saeed, 2006). The results indicated that the transformational leadership was positively related to the communication climate and transactional leadership was negatively related to communication climate. Men displayed more transformational leadership and better communication climate as compare to women. Implications of the study were also discussed.

Association between Shyness and Internalizing Problems: Examining the Role of Aggression

Amna Bibi & Jamil A. Malik
National Institute of Psychology, Quaid-i-Azam University, Islamabad

The study explored the association between shyness and internalizing problems; examining the role of aggression. The sample consisted of children between 16 to 18 years of age (boys = 150, girls = 150). The sample was collected from four federal government colleges of Rawalpindi and Islamabad. To study the relationship between shyness and internalizing problems in students, the Shyness Questionnaire (Crozier, 1995) and Child Problem Checklist was used. For measuring aggression in students, Agression Questionnaire (Buss & Perry, 1992) was used. Achievement was assessed with the academic grades of the previous class. Results revealed that there was a significant relationship between shyness and internalizing problems. There was non-significant relationship of shyness with achievement. The role of aggression between shyness and internalizing problems was significant that is, covert aggression lead to shyness and more internalizing problems. The present study would be very helpful in examining the role of
aggression between shyness and internalizing problems. The findings of the present study would be also useful for the future research.

**Occupational Stress and Marital Adjustment in Female Doctors and Nurses**

Anowra Khan, Fizza Haider Zaidi, Hania Mubarak, Iqra Shahab, Marry Roze, & Syeda Habiet-tuz-Zahra  
*National Institute of Psychology, Quaid-i-Azam University, Islamabad*

The present study aimed to examine the relationship between occupational stress and marital adjustment in paramedics. Sample consisted of 50 paramedics comprising female doctors \( n = 35 \) and female nurses \( n = 15 \). To assess occupational stress and marital adjustment, Stress Scale \( \text{Barki, 1999} \) and Marital Adjustment Scale \( \text{Sadaf, 2001} \) were used; respectively. Results indicated that occupational stress and marital adjustment were negatively related to each other. Furthermore, it was also found that military doctors and nurses displayed less occupational stress and more marital adjustment as compared to civil medical personnel. Future connotations of the study were also presented.

**Gender Preferences in Fast Consumable Products**

Asma Nisa, Faryal Farid, Ghazala Qurban, Sara Khan, & Tehmina Rafi  
*National Institute of Psychology, Quaid-i-Azam University, Islamabad*

The present study was conducted to analyze the gender preferences in fast consumable products. The sample consisted of 60 university students including men \( n = 30 \) and women \( n = 30 \). Gender preferences were assessed with the help of check list, which was based on self constructed items. Total numbers of products were 25, which were divided into four categories, i.e., dairy products, food items, common use, and personal use. Results showed that dairy products and personal use items were more preferred by men as compared to women. Food items and common use items were more preferred by women as compared to men. Future implications of the study were also presented.

**Psychological Contract Breach, Organizational Commitment, and Job Satisfaction among Bank Employees**

Ayesha Umar, Bushra Jamil, Sadia Ahmad, Sehrish Iftikhar, Shahid Ullah, & Sidra Nasir  
*National Institute of Psychology, Quaid-i-Azam University, Islamabad*

The study attempted to explore the relationship between contract breach and organizational commitment in relation to job satisfaction among bank employees. The sample consisted of 55 bank employees including respondents from Silk Bank \( n = 24 \), Meezan Bank \( n = 10 \), National Islamic Bank \( n = 10 \), Muslim Commercial Bank \( n = 8 \), and Dubai Islamic Bank \( n = 3 \) constituting both men \( n = 46 \) and women \( n = 9 \). Contract breach, organizational commitment, and job satisfaction were measured with Psychological Contract Breach Scale \( \text{Arif, 2009} \), Organizational Commitment Scale \( \text{Maqsood, 2000} \), and Job Satisfaction Scale \( \text{Jabeen, 2000} \); respectively. As indicated by the results, contract breach and organizational
commitment displayed inverse relation with each other and so is the case with relationship between contract breach and job satisfaction among bank employees. However, organizational commitment and job satisfaction were significantly positively correlated with each other. Future implications of the study were also catered.

**Job Satisfaction and Job Involvement among Government School Teachers**

Ayesha Tariq, Arj Qureshi, Gulnaz Pari, Noor ul Huda Mallick, Sundus Jehangir, & Uzma Arif  
National Institute of Psychology, Quaid-i-Azam University, Islamabad

The present study was designed to investigate the relationship between job satisfaction and job involvement in government school teachers. The sample consisted of teachers ($N = 42$) constituting both men ($n = 21$) as well as women ($n = 21$). Five different dimensions of job satisfaction were assessed with the help of Job Satisfaction Scale (Naz, 2004). Moreover, 4-point Job Involvement Scale (Bhatti, 2000) consisting of 11 items was applied to evaluate the commitment level of employees. The overall correlation between job satisfaction and job involvement was found to be positive. Whereas male teachers displayed more job satisfaction and job involvement as compared to female teachers. Implications of the study were also discussed.

**Organization Culture and Burnout in Employees of Manufacturing Organization**

Chand Bano Zafar, Gulshan Parveen, Iqra Tariq, Naureen Sultana, Syeda Rida Kazmi, & Zain Asif  
National Institute of Psychology, Quaid-i-Azam University, Islamabad

Present study was conducted to find out the relationship between organization culture and burnout among workers of manufacturing organization of Nestle Company. The sample of ($N = 50$) constituted male loaders ($n = 27$) and office personnel ($n = 23$). Organization Culture Survey (Nafees, 2006) was used to measure organization culture and Maslach Burnout Inventory (Kashif, 2008) was employed to assess burnout. Results showed that there was negative relationship between organization culture and burnout. Findings also revealed burnout was more experienced by loaders than office personnel. Future implications of the study were also discussed.

**Career Decision Making and Stress among University Students**

Dania Javaid, Esha Tanzeem, Javeria Iffat Akhlaq, Misbah Aman, Rahat-un-Nisa, Sana Gul, & Yasmeen Jogeizai  
National Institute of Psychology, Quaid-i-Azam University, Islamabad

This study was conducted to explore the relationship between career decision making and stress among university students. The sample consisted of 50 students (men = 25, women = 25). Career decision making was measured through Career Decision Scale (Jones, 1989) and stress was measured through Stress Subscale of Depression Anxiety Stress Scale (Lovibond
& Lovibond, 1995). Results revealed the positive relationship existed between poor decision making and stress. It was also found that men displayed more stress and poor decision making as compared to women.

**Transformational Leadership as a Determinant of Innovative Work Behavior**

Faiza Zahoor, Rabia Imran, & Khalid Mahmood  
*University Institute of Management Sciences, PMAS Arid Agriculture University, Rawalpindi*

The study was aimed at investigating the relationship between transformational leadership and innovative work behavior. A purposive sample of 207 employees from Fast Manufacturing and Consumer Goods sector of Pakistan was selected for the study. The concept of innovative work behavior was assessed with Innovative Work Behavior (Zaman, 2006) scale which consisted of 28 items and the concept of transformational leadership was measured with the Multifactor Leadership Questionnaire (MLQ-Form 5X- short; Bass & Avolio, 2000). The results revealed a positive and significant impact of transformational leadership on innovative work behavior. Implications of theory and future aspects were also narrated.

**Relationship of Emotional Intelligence and Self-Efficacy among Males of Army and Government Offices**

Farhat Sana, Mahwish Zarif, Syeda Kishwer, & Nida Imtiaz  
*Department of Psychology, Islamabad College for Girls, Islamabad*

The present study designed to measure the emotional intelligence and self efficacy among males of Pakistan Army and government offices. The study also explored the relationship between emotional intelligence and self efficacy. The sample consisted of 75 army and 75 government employees. Sample was selected from Islamabad and Rawalpindi and to measure the emotional intelligence, Bar-On Emotional Quotient Inventory (EQ-i; Bar-On, 1997) was used. It measures the emotional intelligence of five different domains which are Intrapersonal, Interpersonal, Adaptability, Stress Management, and General Mood Components. There were fifteen subscales of emotional intelligence. To measure the self efficacy of males of Army and government personnel, Generalized Self Efficacy Scale (GSES; Schwarzer & Mattias, 1993) was used. GSES had no subscales. Psychometric properties of the scales were established. The results indicated that there were non-significant differences ($p > .05$). It was also found that self efficacy was positively correlated with all the subscales of Emotional Quotient Inventory. Results indicated that demographic variables like age, birth order, number of siblings, education, monthly income, mother education, and father education were negatively correlated with scales and subscales.

**Application of the Learning Organization Survey on a Pakistani Organization**

Hanee Tahir Kahlon, Mariam Abbas, Summra Fayyaz, & Hina Jawaid Kalyal  
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Learning organizations are of vital importance; however, very few organizations in Pakistan are learning organizations. In this intense competition that is going on these days, for a company to
thrive, mere training and clear articulation of vision is not just enough (Garvin, 2008). This study focuses on aspects of the learning organization and its concepts have been applied on a Pakistani airline to estimate how much of a learning organization this is. The Learning Organization Survey (Garvin, Edmondson, & Gino, 2008) was used to measure how much of a learning organization is this selected organization. The Learning Organization Survey basically covers three building blocks of an organization: supportive learning environment, concrete learning process, and leadership that reinforce management. About fifty people who are currently working in the selected organization were surveyed and their responses were plugged into the Learning Organization Survey. The results of the study showed low score on all the three building blocks. Two international airlines were chosen as benchmarks and recommendations for reform were developed.

**Emotional Intelligence and Decision Making among Small Entrepreneurs**

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The aim of conducting the present study was to identify the relationship between emotional intelligence and decision making styles among small entrepreneurs. The sample was taken from different markets and offices located in Rawalpindi and Islamabad including both men and women with age range of 18 to 68 years. In order to measure emotional intelligence, Bar-On EQi (Akhtar, 2004) was used and decision making styles were measured by General Decision Making Styles Questionnaire (Batool, 2003). Results of the study showed that emotional intelligence was positively correlated with rational style and negatively correlated with avoidance and spontaneous decision making styles. Significant pattern of relationship was also found among the subscales of emotional intelligence and decision making styles. Emotional self-awareness, assertive, self-regard, independence, interpersonal relationship and impulse control were positively correlated with rational decision making style. Emotional self-awareness, self regard and flexibility were negatively correlated with avoidant decision making style. Empathy and optimism were negatively correlated with spontaneous decision making style. Independence was also negatively correlated with dependent decision making style. Social responsibility and reality testing were positively correlated with intuitive decision making style. Old age entrepreneurs scored higher than counterparts on emotional intelligence. Male entrepreneurs scored higher than female counterparts on emotional intelligence. Female entrepreneurs used intuitive decision making style as compared to their male counterparts.

**Relationship between Organizational Justice and Organizational Commitment among the Employees of Cellular Organizations**

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This study aimed at studying the relationship between organizational justice and organizational commitment among the employees of cellular organizations. The sample was taken from the offices of cellular organizations of Islamabad. The sample consisted of 50 respondents among
which 32 were men and 18 were women. The results showed that there was a positive correlation between organizational justice and organizational commitment ($r = .69, p < .01$). Men displayed better experience of organizational justice and higher organizational commitment as compared to their female counterparts.

Self-Actualization and Job Performance among University Teachers

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The present study aimed at investigating self-actualization and job performance among university teachers. In this research self-actualization was assessed by using the Index of Personal Growth scale (IPG; Khalid, 2004) consisting of following dimensions i.e., Autonomy, Self Acceptance and Self Esteem, Acceptance of emotions and freedom of expressions of emotions, Trust and responsibility in interpersonal relationships, Purpose of life. Job performance of university teachers was measured with the help of two separate scales; that is, Teacher Job Performance scale (TJPS; Hanif, 2004) and Job Performance Evaluation scale (JPE; Shafique, 2008). Purposive sampling technique was used for the research and sample consisted of 250 participants. The sample comprised University teachers ($n = 50$), head of the departments ($n = 50$), and university students ($n = 150$). This research was important as teachers were evaluated on their jobs each semester by the students as well as by their heads. It shows how student’s evaluation affects the job performance as they evaluate the teacher in terms of their performance and self-actualization. The objective of this research was to explore the dimensions of self-actualization and job performance of university teachers. Furthermore, to investigate the different demographics i.e., age, gender, education level, job experience, departments, monthly income, and designation with reference to self-actualization and job performance. The findings suggested that job performance, education level, monthly income, and job experience were positively related with job performance among university teachers.

Impact of Perceived Organizational Support on Organizational Commitment

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The purpose of this study was to measure the impact of Perceived Organizational Support (POS) on all the three dimensions of organizational commitment as given by Allen and Meyer (1991) i.e. affective commitment, normative commitment, and continuance commitment. The data had been gathered by using quota sampling and the population for the study was commercial banks of Pakistan. Organizational Commitment (OC) is a state where the employees feel morally and psychologically attached to an organization and it had been a subject of interest for the researchers in the field of social sciences and psychological behavior. Organizational commitment was measured by an instrument developed by Meyer and Allen (1991) having 25 items whereas perceived organization support was measured by a short form of Survey of Perceived Organizational Support (SPOS; Eisenberger, Huntington, Hutchison, & Sowa, 1986). The results of the study indicated that POS has significant positive influence on all the three components of organizational commitment i.e., affective, normative, and
continuous commitment. The study includes specific findings and recommendations along with limitations and directions for future research were also discussed in detail.

**Transformational Leadership and Performance: A Meta-Analysis**

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Transformational leadership has been studied extensively with respect to follower performance across criterion types. This meta-analysis examined various variable and study areas of transformational leadership in past 10 years. The primary focus of studies is to highlight the possible theoretical areas to work and the important transformational areas that have been covered. Important areas in which studies held fit into (a) Transformational leadership is set of behaviors and attributes that come under the big heads of charisma, inspiration, intellectual stimulation and individual consideration. Most important dimensions of transformational leadership these dimensions can be used as identification of a transformational leader. (b) Dimensions are vision, inspirational relationship and communication, intellectual knowledge and stimulation, supportive leadership, personal recognition. (c) Transformational leadership has a stronger effect in teams that use only computer-mediated communication, and hence achieve higher levels of team performance. (d) Some of the attitudes of followers are like that they can affect the effectiveness of transformational leadership and at the same time they are the outcome of transformational leadership. Three most important followers’ attitudes of trust, value congruence, and loyalty to study as moderators and mediators of leader’s effectiveness were found. Transformational leaders enhance followers' trust levels through their concern towards followers, demonstrating capabilities to achieve the leader's vision, and through self-sacrifice, which in turn makes their leadership process more effective. (e) Leadership transfer to next generation and important factors for successor to be a good leader. Successor can be a successful leader by self-development, socialization learning, training and succession planning.

**Measuring Organizational Citizenship Behavior as a Consequence of Organizational Climate**

Madiha Rehman Farooqui

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Good organizational citizens work hard and prove to be the asset for any organization. Their intentions to go beyond the formal roles and responsibilities are greatly affected by the kind of the environment they experience in the organization. Although Organizational citizenship behavior (OCB) is important in all types of organizations but service sector has more to do with this. Educational institutions require the dedicated faculty that would consequently result in better products in the form of the students. This study aimed to determine the extent to which an organizational climate was related to the organizational citizenship behavior. The study highlighted that which particular dimension of the organizational climate was linked to which aspect of OCB. The study was based on the Likert scaled survey conducted in the management and economic faculty of University of the Punjab, Lahore. The data was based on the perception of the lecturers so that the designation would be the controlled variable. Descriptive as well as
inferential statistical techniques were used to analyze the data. The implications of the study would be long lasting in the sense that once strength of the relationship between the dimensions of the variables could be determined then we can clearly investigate that what are the main areas to be focused in an organization to keep the employee not only motivated but to encourage them to perform beyond their formal job boundaries. The study also highlighted the areas that have to be improved in an organization.

Emotional and Behavioral Disturbances among News Reporters covering Traumatic Events

Mahwish Rabia & Misbah Shahzadi

Women Research and Resource Centre, Fatima Jinnah Women University, Rawalpindi

The present study was conducted to identify the emotional and behavioral disturbances among the news reporters covering traumatic events. In the present study, a sample of 50 news reporters belonging to the national and the local news agencies were selected from Rawalpindi and Islamabad who had covered any traumatic event in the past one year. Rotter’s Incomplete Sentence Blank (RISB) and Impact of Event Scale interpretations were used to assess variety of emotional and behavioral patterns of news reporters. Results showed that some of the frequent emotional and behavioral reactions exhibited by individuals like withdrawal, anxiety, depression, aggression, hyper-arousal, and avoidance behavior. On the other hand, gender based comparisons indicated that there was non-significant gender difference among the news reporters in the manifestations of behavioral and emotional disturbances. It was concluded that significant negative emotional and behavioral reactions were exhibited by the news reporters who covered traumatic events. The study identify the negative emotional and behavioral reactions and disturbances after trauma, which could be helpful in identifying problematic areas for counseling and therapeutic interventions for these news reporters.

HR Audit: An Evaluation of Human Resource Practices

Mariam Ahmed

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The main purpose of this paper was to evaluate the performance of HR department by appraising its practices through HR audit and to find out the role of HR department in achieving the overall objectives of business. Descon Engineering and Construction Company was chosen as case study. In this HR Audit, the primary data has been gathered from the employees of the company by using interview technique and interview questions have been adopted from the developed Department Organization Questionnaire especially designed for HR audit. The secondary data has been collected by analyzing the documents of the company regarding policies and procedures. The sample size consisted of twelve employees of different departments from middle and front-line level through purposive sampling. The comparative approach has been used for data analysis. The HR practices of Descon have compared with the established theories of HR. In this way the gaps have identified between real world practices and theories of HR. The data analysis shows that Descon has formal and well-established HR department and practices. These practices are well-aligned with the needs of the organization and very supportive in achieving the
goals of the organization which is shown by the company’s growth trend in terms of profit and the company as a whole. The turnover rate of the HR, finance, and marketing departments was very low and equal to 1% whereas other departments had high turn-over which was 10-20% due to the project based nature of the company and when projects were completed these employees switch over to other companies on high salary and benefits. The work environment of Descon was very supportive and conducive for the employees for their growth and development. It has been concluded that the company is on the way of achieving its business strategy with the help of HR practices and policies.

Relationship between Work Life Balance and Perceived Social Support among Doctors and Nurses

Marium Umbreen & Shaista Waqar
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This study investigated the relationship between work life balance and perceived social support among 200 medical professionals from the cities of Rawalpindi and Islamabad. For this purpose Work Life Balance scale (Rincy, 2010) and Social Support Scale (Najam, 2008) were used. The sample consisted of medical professionals including doctors and nurses. It was hypothesized that higher the perceived social support higher would be the work life balance. Findings of the present study supported the hypothesis that there was positive relationship between work life balance and perceived social support. To obtain the differences between various demographics group t- test, ANOVA, and correlation was applied. Results indicated that men were high on work life balance while, on the other side women perceive more social support as compared to men. Study also supported the hypothesis that male medical professionals scored high on work enhancement by personal life and personal life enhancement by work and women scored high on intrusion of work into personal life and intrusion of personal life into work. Significant differences were found on work experience, age, number of children, working hours, family system, and socioeconomic system in relation with work life balance and perceived social support. Study revealed that medical professionals working in government sector organizations have more work life balance and perceive more social support as compared to medical professionals working in semi-government or private organizations. Finally, results found that medical professionals who perceived more social support are having more work life balance. The limitations, conclusions, and future implications were also discussed at the end.

Work Life Balance and Job Satisfaction among Employee of National Bank of Pakistan

Maryam Bibi & Irum Naqvi
National Institute of Psychology, Quaid-i-Azam University, Islamabad

The present study was undertaken to explore relationship work life balance and job satisfaction among employees of National Bank of Pakistan. Job Satisfaction Scale (JJS; Wysocki & Kromm, 1986) and Work Life Balance Scale (WLBS; Fisher-McAuley, 2003) were administered on a sample of 30 employees including men (n = 15) and women (n = 15). Age range of the sample was from 20-55 years, belonging to National Bank of Pakistan of Islamabad. Results indicated that there was a positive relationship between work life balance and job satisfaction.
among employees of National bank and that the men scored high \((M = 9.29, SD = 32.32)\) on WLBS as compared to women \((M = 7.34, SD = 4.3)\). Study also supported the hypothesis that employees living in nuclear family system have more work life balance as compared to employees living in joint family system. Non-significant gender differences were found on job satisfaction of employees. Study revealed non-significant differences on the work life balance and job satisfaction of married and unmarried employees. Finally, results found that employees living in nuclear family had more job satisfaction than employees living in joint family system.

**Impact of Organizational Justice on Job Satisfaction**

Maryam Ilyas, Saba Zubair, Noor ul Ain, & Razzaq Ather  
*University Institute of Management Sciences, PMAS Arid Agriculture University, Rawalpindi*

The main objective of the study was to find the impact of organizational justice (distributive justice, procedural justice, and interactional justice) on job satisfaction. A convenient sample of 170 respondents from the telecom sector of Rawalpindi and Islamabad was selected for the study. The results showed positive and significant impact of organizational justice (distributed justice, procedural justice, and interactional justice) on job satisfaction.

**Leadership Styles and Pygmalion Effect among Bank Employees**

Maryam Riaz & Aisha Zubair  
*National Institute of Psychology, Quaid-i-Azam University, Islamabad*

The aim of the present study was to explore the relationship between leadership styles and Pygmalion Effect among the managers and their subordinates of private and public sector banks. The sample \((N = 210)\) was taken from different banks of Islamabad and Rawalpindi, including both men and women with age range of 20 to 55 years. In order to measure leadership styles of bank managers, the Multifactor Leadership Questionnaire (Bass & Avalio, 1985) was used; while Pygmalion Effect was assessed with Expectation and Readiness Scale (Spritzer, 1995). Results of the study showed that Pygmalion Effect was significantly positively correlated with transformational leadership style and negatively associated with transactional leadership style. Managers with extended experience were more inclined to practice transformational leadership style and Pygmalion Effect was high among their subordinates as compared to mangers with lesser experience. Managers of private sector banks make more use of transformational leadership style while managers of public banks were mostly inclined towards transactional style. Significant gender differences were also observed indicating that women tend to exercise transformational leadership with subsequent elated Pygmalion Effect among their subordinates; whereas male managers applied transactional leadership which resulted in lowered Pygmalion Effect in their subordinates. Implications of the study were also discussed.
Relationship between T.V Advertisement and Consumer Buying Behavior

Mubeen Mehdi & Saima Kalsoom
Hamdard Institute of Management Sciences, Hamdard University, Islamabad Campus

The present study aimed at to measure the relationship of TV advertisement and consumer buying behavior. The sample of the study consisted of 300 individuals (male = 150, female = 150). All participants were taken from different departments of Hamdard University, Islamabad campus (HIMS= 62) (HIIT= 74) (PHARM= 172). The research was correlational in design and based on quantitative data. The instrument used in the present study was developed by Malik (1999). The reliability findings (.70) were satisfactory for the advertisement scale. It was hypothesized that there would be a relationship between TV advertisement and consumer buying behavior which was supported by the observed data. A significant difference between brands of shampoo was observed and showed that people got influenced after watching the TV ads. Non-significant differences were found on different demographic variables. The findings of the study may have limited generalizability; however, further research in this area might enhance our knowledge and understanding.

Effect of Job Promotion and Feedback on Employee Motivation

Muhammad Amin & Rabia Imran
University Institute of Management Sciences, PMAS Arid Agriculture University, Rawalpindi.

The main objective of our study was to find out the impact of job promotion and feedback on employee motivation. A purposive sample of 250 employees from telecommunication sector of Rawalpindi and Islamabad was used for the study. The findings of the study revealed a significant and positive impact of job promotion and feedback on employee motivation. Limitations and directions for the future research were also discussed.

Effect of Emotional Intelligence on Team Effectiveness

Nauman Khalid & Rabia Imran
University Institute of Management Sciences, PMAS Arid Agriculture University, Rawalpindi

The study conceptualized the impact of emotional intelligence on team effectiveness. Team effectiveness depends upon number of variable factors (mainly Emotional Intelligence) that has a great effect on team effectiveness. A purposive sample of 300 employees from Telecommunication sector was selected for the study. The results revealed positive and significant impact of emotional intelligence on team effectiveness. Implications and future recommendations are also discussed.
Gender and Leadership Styles: A Meta-Analysis

Nida Bukhari, Danyal Baig, & Rabia Imran
University Institute of Management Sciences, PMAS Arid Agriculture University, Rawalpindi

Leadership is a term that evokes strong stance and inspires lively debate. Everyone seems to have a different view on the subject of leadership. Leaders themselves are both reviled and respected. In order to help people more fully grasp the issue of gender and leadership; the current study was aimed at finding that do women and men lead differently? Reviews of the researches have established the presence rather than the absence of overall sex differences. Also, there exists a prototype of a good leader, the characteristics of which are dominantly mannish and these mannish traits are associated with success. Review establishes that men are generally perceived to be independent, assertive, and courageous. While, traits such as being emotional, supporting, sensitive, gentle, kind, and affectionate are associated with women. However, it is noted that it is not the gender, primarily, but culture and context, in addition to many other factors, that shape the leadership style. Gender stereotypes also come into play when it comes to assigning roles that are associated with males.

An Exploration: Fast Food T.V Advertisement and Consumer Buying Behavior

Nirmal Zaheer Khan & Saima Kalsoom
Hamdard Institute of Management Sciences, Hamdard University Islamabad Campus

In the present study we have explored the fast food T.V advertisement and consumer buying behavior among university students. The purpose of the study was to examine that how fast food T.V advertisement influence the consumer to buy fast food after watching its ads. It’s a basic study through which it has been tried to find out different factors which would influence the consumer buying behavior. The sample of the study consisted of 300 individuals (Male = 150; Female = 150), taken from different universities. The universities were Hamdard University (Male = 70; Female = 60), Iqra University (Male = 30; Female = 20), and Bahria University (Male = 20; Female = 50), SKANZ School of Accountancy (Male = 30; Female = 20), and students of different departments were approached individually. Participants’ age range was from 18-25 years. Convenience random sampling is used to collect the data. The data was based on a qualitative questionnaire. It was developed in the light of the observation of fast food T.V. advertisements and on the basis of the literature review. The qualitative open ended instrument was developed. Pilot study was done on a sample of 100 respondents (Male = 50 & Female = 50) to analyzed the responses in terms of content analysis. After doing content analysis of the data these factors (feeling nice, good, pleasant, unpleasant, and likeliness, cost saving, time saving, frequency, appealing ads, and appearance) were identified. Main study was conducted (N = 300) to explore the factors related to fast food T.V advertisements and consumer buying behavior. The list of these factors was increased i.e., feeling nice, good, pleasant, unpleasant, and likeliness, cost saving, time saving, frequency, appealing ads, appearance, display, choice, enjoyment, and socialization. The demographic description of the sample was also done in terms of frequencies and percentages.
Personality Factors and Organizational Citizenship Behavior in Service Organizations

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The study investigated the role of personality factors in determining organizational citizenship behavior (OCB) of employees working in service organizations of public and private sector. A total of 97 employees (40 females, 47 males) working in service organizations (hospitals, banks, and universities) were administered short version of NEO Five Factor Inventory (FFI), with five subscales (neuroticism, extroversion, openness, agreeableness, and conscientiousness) to measure personality factors. Organizational Citizenship Behavior Checklist (OCB-C) with two subscales (Organizational Citizenship Behavior towards Organization (OCBO) and Organizational Citizenship Behavior towards People (OCBP) was used to assess citizenship behavior of employees. Conscientiousness proved to be the best predictor of Organizational Citizenship Behavior. Openness also proved to be another predictor of Organizational Citizenship Behavior. Results of two-way ANOVA indicated that organizational sector (private, public) and nature of organization had non-significant effect on Organizational Citizenship Behavior. The findings of this study have important implications for managers and experts of organizational behavior.

Role of Positive and Negative Affective States in relation to Work Family Conflict and Burnout

Saba Zernaz Hafsa & Rabia Muqtadir
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The present study aimed at investigating role of positive and negative affective states in relationship between work family conflict and burnout among medical professionals. The present research assumed work family conflict and negative affective state as the predictors of burnout among medical professionals. The sample consisted of 193 medical professionals (120 males and 73 females) selected from the different medical centers of Rawalpindi and Islamabad. The instruments in the current research include Work Family Conflict Scale (α = .85; Carlson, Kacmar, & Williams, 2000), Maslach Burnout Inventory (α = .76; Maslach & Jackson, 1986) Positive Affective Schedule (α = .72; Watson, Clark, & Tellegen, 1988), and Negative Affective Schedule (α = .76; Watson, Clark, & Tellegen, 1988). Data analyses revealed positive correlation of work family conflict (work to family conflict and family to work conflict) with burnout (emotional exhaustion, depersonalization) and negative affectivity, whereas negative correlation was found between work family conflict (work to family conflict and family to work conflict) with positive affectivity, and personal accomplishment of burnout. Multiple regression analysis revealed that work family conflict and negative affective state significantly predicted burnout among medical professionals. Gender differences revealed that men scored high on depersonalization of burnout. The study also focused on investigating the demographic variables on all study variables. Medical professionals belonging to low SES scored high on work family conflict and burnout. Young medical professionals scored high on work family conflict and burnout.
Organizational Commitment Questionnaire: A Meta Analytic Review

Sadia Abbasi, Anum Aman, Ali Hassan, Fizza Iqbal, Aisha Rashid, Saman Rukh, Haleema Saadia, & Misbah Zafar

National Institute of Psychology, Quaid-i-Azam University, Islamabad

The present meta analytic review aimed to study the findings of Organizational Commitment Questionnaire/Scale during last ten years. The focus of this meta analytic review was based only on 25 Pakistani researches. The major psychological variables studied along this questionnaire/scale were job involvement, job satisfaction, and organizational politics. The major demographic variables studied along this questionnaire were age, experience, gender, and pay range. The sample most repeatedly studied were managers, bankers (public, private) employees. This scale/questionnaire has also been used for retention of employees by IT experts. The results obtained by this questionnaire/scale across gender were not consistent. Also the results obtained by this questionnaire/scale were not consistent across work experience. The range of reliability of these 25 researches was found to be .47 to .88. Alpha reliability coefficients of the subscales i.e., Affective Commitment, Continuance Commitment, and Normative ranged from .58 - .73, .38 - .58, and .47-.70; respectively. Abdullah (2011) established the construct validity of the scale for Pakistani population by dropping four items which were not loaded on their appropriate scales. This revised form of scale contains 14 items with the new variables named New Affective, New Continuance, and New Normative which were found to be stable.

Work Ostracism and Emotional Autonomy among Employees of Cellular Organizations

Samawia Khalid & Aisha Zubair

National Institute of Psychology, Quaid-i-Azam University, Islamabad

The aim of the present study was to explore the relationship between work ostracism and emotional autonomy among employees of cellular organization, and as both these factors have proved to be of great importance within the organization and contribute toward making employees more motivated, satisfied and committed to remain with the organization. The sample (N = 240) was taken from five cellular companies of Islamabad, including both men and women. The age range of the sample was from 25 to 40 years and their minimum educational qualification was graduation and maximum was master in business administration. In order to measure the level of work ostracism in employees, the Work Ostracism Scale (Ferris, 2008) was used. While emotional autonomy was measured through Emotional Autonomy Scale (Steinberg & Silverberg, 1986). The reliability of Work Ostracism Scale turned out to be .68 whereas the reliability of Emotional Autonomy Scale was found to be .40 thus proving that both the instruments were reliable. Result of the study showed that work ostracism and emotional autonomy had an inverse relationship. Significant differences were observed between men and women managers in experiencing work ostracism and emotional autonomy. Significant differences were also found among employees with varying experience levels in relation to work ostracism and emotional autonomy. Finally, significant differences were observed between managers and junior executives in relation to work ostracism and emotional autonomy. Implications, limitations, and suggestions were also discussed.
Relationship between Organizational Identification and Job Satisfaction among Traditional and Nontraditional Professionals

Sania Shujaat & Sadaf Traiq
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The study explored the relationship between organizational identification and job satisfaction among traditional and nontraditional professionals. The sample consisted of professionals between 25 to 56 years of age (traditional professionals = 100 & nontraditional professionals = 100). Traditional and nontraditional professionals were included from different organizations of Islamabad and Rawalpindi. To study the relationship between study variables, Organizational Identification Questionnaire (OIQ; Cheney, 1983) and Job Satisfaction Questionnaire (JSQ; Guimaraes & Lgbaria; 1992) were used. The result revealed significant positive relationship of gender differences in the present research. The analysis of demographic variables marital status revealed that married people has significant relationship with job satisfaction. On organizational type and the job experience, results revealed that private organizations and less job experience have significant relationship with organizational identification. The present study would be very helpful to study the gender difference and occupation type (traditional and nontraditional professional) and their relationship with organizational identification and job satisfaction. The findings of the present study would also be useful for the future research.

Effects of Autonomy on Adolescents’ Academic Achievement and Externalizing Problems

Sharon John & Jamil A. Malik
National Institute of Psychology, Quaid-i-Azam University, Islamabad

The present research was designed to explore the effects of autonomy on adolescents’ academic achievement and externalizing problems; while study investigating the effects of discretion for subject selection as a moderator. The sample (N = 300) was taken from different colleges of Islamabad and Rawalpindi. Both boys (n = 150) and girls (n = 150) were included. The age range of the participants was from 16-18 years. In order to assess autonomy development, discretion for subject selection and externalizing problems among the adolescents ACS-30, CPCL and discretion for subject selection were used. The academic achievement of the students was assessed by obtaining their past results. Results of the study showed that discretion for subject selection was not a significant moderator between autonomy and academic achievement. Gender was found to be a significant moderator among the autonomy and academic achievement. The results of the study were discussed and suggestions for further research are presented.

Sexual Harassment Faced and Managed by Females Working in Different Professions

Syeda Fatima Hasnain, Zaeema Farooq, & Shazia Khalid
Department of Applied Psychology, University of the Punjab, Lahore.

The current study aimed to explore the situations and types of sexual harassment faced and its management styles used by female professionals from different organizations. The sample comprised of 80 females (N = 80) selected from four professions (bankers, university teachers,
doctors, and lawyers) of service oriented organizations. Qualitative research design was used to explore the study variable. The analysis revealed that among the four professions, females from banking sector were the largest victim of sexual harassment, following them were teachers from universities, doctors and lawyers respectively. Among different types of sexual harassment; stalking, leering, verbal harassment, and quid pro quo were experienced frequently. While describing the styles for sexual harassment used; stalking, leering, and verbal harassment among bankers and verbal harassment and stalking among teachers were reported. In addition brushing and stalking were faced by doctors while lawyers faced all types of sexual harassment equally often with leering being the most common. On the whole, quid pro quo was prominent in banking and law sector. This analysis further indicated the management techniques used by females were compromise, avoidance and dominance. During the course of analyzing the experience among various female professionals, it was observed that sexual harassment was reacted with compromise, avoidance and dominance more commonly as regard to bankers, teachers and lawyers respectively. Doctors, however, avoided while on duty but they compromised or ignored when with co-workers. These findings are discussed and suggestions have been proposed.

Effects of Solitary vs. Collaborative Learning on the Problem Solving Performance of Primary School Children

Syeda Tafseer Zahra & Anila Kamal
National Institute of Psychology, Quaid-i-Azam University, Islamabad

Present study was undertaken to see the effects of collaborative vs. solitary learning on primary school children’s problem solving performance. The study contained 48 novice students (scored > 20% correct on a Lego toy), in which included 24 males and 24 females of 6-7 years of age, who randomly assigned to two learning conditions e.g. alone (n = 12) and collaborative (n = 36), had no prior orientation to Lego toy, showed low or high class performance and contain average social competence. Children then participated in an individual pretest, two interactive or solitary sessions and the individual posttest. For the pre-test session, children copied the complex Lego model in 15 minutes. Results found non-significant difference between alone and collaborative learners and non-significant gender differences. Overall study proved as an effective mean to explore the effect of two learning conditions on performance of primary school children.
Preconference Workshops at NIP
Preconference Workshops at NIP

It is always being a proud tradition of National Institute of Psychology to organize workshops on various areas of psychology. Keeping its tradition alive, five preconference workshops had been conducted in context with upcoming International Conference on Industrial and Organizational Psychology: Trends, Challenges, and Applications (April 19th, 2012). The purpose of conducting preconference workshops is to provide joint platform to the psychologists, social scientists, and educationists to exchange and share interdisciplinary approaches and techniques for the better understanding of mutual and reciprocal predicaments. The more general goals included extending scholarly connections of psychologists with other related disciplines of social and educational nature. All workshops were conducted by experts in the defined areas and audiences from various backgrounds and exposures actively participated. The following preconference workshops were organized by National Institute of Psychology, Quaid-i-Azam University:

Managing Disruptive Behaviors: Class Room Applications
Aisha Zubair & Sohema Tahir
25th & 26th October, 2011

Two days preconference workshop was on Managing Disruptive Behaviors: Class Room Applications. This workshop was conducted by Ms. Aisha Zubair and Ms. Sohema Tahir, Faculty members at National Institute of Psychology. Behavior management is one of the most difficult aspects of maintaining a positive academic and social environment. Defiant students are disruptive for all students in a classroom. The main objective of the workshop was to orient the teachers about handling of different disruptive behaviors that occur in the classroom setting and to equip the teachers with different methods of presenting the subject matter so that most students get involved in the learning process. More than twenty participants from various institutions like Frobel’s International School, ACE Academy, F.G Technical College Rawalpindi, and students from GC University, Lahore and NIP attended the workshop. At the end of the workshop participants were equipped with instructional competencies, enhanced communications with their students and able to develop better social skills. On the last day of the workshop Dr. Anila Kamal, Director, National Institute of Psychology distributed certificates among the participants. Workshop attendees appreciated the Institute for the successful conduction of workshop and requested for more workshops on similar topics.

Cognitive Behavior Therapy
Mirrat Gul Murad
20th & 21st February, 2012

Second preconference workshop was on Cognitive Behavior Therapy (CBT). Cognitive Behavior Therapy (CBT) can help to change thinking in both cognition and behavior. These changes can help us to feel better. Unlike some of the other talking treatments, it focuses on the 'here and now' problems and difficulties. Instead of focusing on the causes of your distress or symptoms in the past, it looks for ways to improve your state of mind now. This workshop was conducted by Mirrat Gul Murad, Clinical Psychologist from Psychiatry Department of Sir Ganga
Ram Hospital, Lahore. The two days workshop was based on introduction and practical orientation of Cognitive behavior therapy. Day one was about the basic background of CBT with focus on its implication and relevance. Participants were trained how to conceptualize the case and practical session of CBT techniques like (Downward Arrow, Tripple Column & Double Column) were taught. Day two was directed towards practical utilization of CBT with relevance to Pakistani context. CBT manual “Khushi aur Khatoon” developed by Dr. Farooq Naeem and Dr. M. Ayub which is a self help manual for treating Depression and Anxiety of mild to moderate degree was be used. This manual is based on 7 weeks (weekly sessions/ homework) agenda, it also include a relaxation CD. This was a helpful guide to make people self-sufficient, well aware about their issues, thinking patterns, behaviors, and feelings. It contains different homework assignments which the client has to complete; it results in helping them to realize the related issues with their thinking patterns. This workshop was attended by clinical psychologists, students, and doctors.

**Treating Shyness: Come Out from the Veil of Shyness and See the Light**

Dr. Muazzama Abidi  
2nd March, 2012

The causes of significant unhappiness in the lives of shy persons are deeply rooted in lack of confidence in social situations, social anxiety, loneliness and insecurity. The discomfort and missed opportunities which accompany shyness have grave effects on mental health of those who experience it. Shyness and social phobia do interfere with achieving professional and interpersonal goals. The pain of shyness can be relieved by challenging automatic thoughts and beliefs, and learning new behaviors. Third workshop in the series of preconference workshop was on theme of treating Shyness. This workshop was conducted by Dr. Muazzama Abidi, Assistant Professor at NIP. Objectives of this one day workshop were to develop understanding among the participants about shyness and its main features and how to identify and overcome shyness. Participants were trained on different sets of psychodynamics and psychotherapies. These techniques share the understanding that the changes in the individual result from changes in the psychological processes. Later part of the workshop was about different relaxation techniques, interventions, and learning skills to overcome shyness in different settings. Professionals, parents, teachers, and students participated in this one day workshop.

**Projective Techniques**

Dr. Muazzama Abidi  
6th March, 2012

One day workshop on Projective Techniques was conducted by Dr. Muazzama Abidi, Assistant Professor at NIP. Projective Techniques have their origins in psychoanalytic psychology which is of the view that human beings have conscious and unconscious attitudes and motivations that are beyond the limit of conscious awareness. A person responds to ambiguous stimuli and reveals his hidden emotions and internal conflicts through projective techniques. Same theme was covered in one day preconference workshop at National institute of psychology. Part one of the workshops was about introduction about different projective techniques and understanding.
emotional indicators through Human Figure Drawing (HFD) test. HFD helps to assess the
cognitive impairment that may be associated with psychopathology, organic conditions, or
mental retardation. Participants were briefed about the administration, interpretation, scoring,
and reporting of the test results. Second part of the workshop catered understanding defense
mechanisms, conflicts, and coping strategies through Thematic Apperception Test (TAT). It’s
popularly known as the picture interpretation technique because it uses a standard series of
provocative yet ambiguous pictures about which the subject is asked to tell a story. The subject is
asked to tell as dramatic a story as they can for each picture presented. Second phase of this one
day workshop was based on practical demonstration of TAT test, which helped the participants
to understand its usage. More than thirty participants from various fields of psychology and
social sciences attended this workshop.

Leadership
Prof. Dr. Muhammad Asir Ajmal
9th April, 2012

Good leaders are made not born. If you have the desire and will power, you can become an
effective leader. Good leaders develop through a never ending process of self-study, education,
training, and experience. The last preconference workshop at National institute of Psychology,
Quaid-i-Azam University, Islamabad was about the understanding of the process of becoming a
good leader. Very much in significance with the upcoming International Conference on
Industrial organizational psychology: Trends, Challenges and Application. This workshop was
conducted by Prof. Dr. Muhammad Asir Ajmal. He is foreign professor and chairperson at
Department of Psychology, Government College University, Lahore. The objectives of the
workshop were to allow participants to sharpen their leadership skills. Another objective was to
enable the participants to learn more about their own leadership style and how to effectively
maximize their strengths as leaders. This platform allowed participants to increase awareness of
personal leadership strengths and understanding of how effective leaders influence attitudes and
behaviors. Practical sessions and brain storming exercises helped audiences to enhance their
strategic thinking, problem-solving, and negotiation skills. Participants from various
organizations and students from industrial organizations and human resource management
showed keen interest in the workshop.
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COUNSELLING CENTRE
National Institute of Psychology, Islamabad

NIP has been involved in various activities that were aimed at promoting mental health and psychological well being. With this aim, a formal counseling centre for students of NIP, QAU, and general population was initiated in 2008. The aim of this centre is to help individuals understand their problem through a different perspective and learn different strategies to resolve them. While a counselor/therapist cannot solve others’ problems for them but he/she can facilitate the process of going into depth of the problem and can facilitate in learning healthy skills to handle the issue in a fruitful way. Appointments may be made by calling the coordinator of counseling centre or by coming to the office in person. The centre aims at screening, diagnosis, assessment, and management of problems of children, adolescents, and adults. Assessment of the client is done with the help of standardized tools/psychological tests and report is provided to the client. Assessment for personnel selection is also provided on request.
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TEST RESOURCE CENTRE
National Institute of Psychology, Islamabad

Test Resource Centre (TRC) at NIP can conveniently declare an assortment of more than two hundred psychological tests and batteries either imported from foreign developers or indigenously developed at NIP. The collection enclose tests and scales related to the categories of Clinical and Screening tests, Educational tests, Intelligence tests, Aptitudes tests, Personality Inventories, and Vocational tests. A list of questionnaires and tests/scales translated, adapted, and developed in NIP researches (M.Sc., M.Phil., and Ph.D.) can be procured on payment. TRC provides an opportunity for students and researchers to undertake an extensive study of various types of tests and inventories, thereby, enabling them to maintain standards of excellence.

TRC also facilitates customized testing and assessment. Organizations can approach the Institute for administration of tests and aptitude batteries. NIP sends a team of trained psychologists to administer the requested test. For convenience it would be appreciated if scheduled tests are notified (or requested 30 days in advance). Moreover, concurrent testing programs and tests can also be developed specifically for organizations and institutions.

Manuals Published by TRC

The editors prepared operational manuals for these tests and scales developed in NIP by compiling all the relevant information from available research reports and dissertations. The manuals were also reviewed by eminent subject experts. Each manual encompass the essential description which would be facilitative for the test user. Another imperative feature of these manuals is that if the scale is used in a number of other researches especially at NIP, that data along with sample specifications are also mentioned for further studies. Thus, making it convenient for the test user to benefit from the psychometric properties established on diverse samples in different researches conducted in various areas of Psychology. These manuals are published by National Institute of Psychology. The following manuals can be procured from TRC of NIP.

1. Manual for Eysenck Personality Questionnaire-Junior (Urdu)
2. Manual for Siddiqui-Shah Depression Scale
3. Manual for Sexual Harassment Experience Questionnaire
4. Manual for NEO Personality Inventory-Revised (Urdu)
5. Manual for Indigenous Nonverbal Test of Intelligence
7. Manual for Self Report Measure of Emotional Intelligence
8. Manual for School Social Behavior Scale
9. Manual for Familial Social Support Scale for Patients
10. Manual for Social Skills Scale
For further details, please contact
Aisha Zubair (Incharge, Test Resource Centre)
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Phone: 051-9064-4159

Computer Section
National Institute of Psychology

Computer section is the real vanguard of the NIP, which is not only helping the house but extending every possible help to those who remains in contact with us in all kind of computer related matters. The section has a good team of technical staff and supporting members who are dedicated and competent. The section is also fully capable to cater services as consultant in the following areas:

1. Any type of massive and complex data entry
2. Statistical data analysis using different computer software like SPSS, AMOS, NVIVO, ITEMAN, MPLUS
3. Any type of Desktop Publication using different word processors

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