

## 7<sup>th</sup> International Conference on Contemporary Issues in Business Management

Conference Theme: Emerging Business opportunities and Challenges: COVID-19 Perspective

**Organized by**  
**UCP Business School, University of Central Punjab**  
**On November 22<sup>nd</sup> & 23<sup>rd</sup>, 2021**

### Conference Proceedings:

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Virtual  
Conference

Online on  
Zoom



## About the Conference

7<sup>th</sup> International Conference on Contemporary Issues in Business Management (ICIBM) is organized by UCP Business School on 22<sup>nd</sup> and 23<sup>rd</sup> November, 2021. The theme of the conference is “Emerging Business Opportunities and Challenges: Covid-19 Perspective”. The world after Covid-19 is unlikely to return to the world that was. It has caused immense disruption to the business world that has already been striving to the changes in globalization, technology, and worldwide trends. The future of work has arrived much faster than expected along with its challenges. The responsibility has generally shifted from institutions to individuals. The Covid-19 pandemic has been testing the limits of global corporations and the support for developing management community, in particular, remains inadequate.

This conference aims to address the challenges and opportunities due to changing needs of the business community across the world from the perspective of Covid-19. It has also highlighted the current global threats, risks, and prospects that businesses are striving to tackle for sustainability. Conference participants will have the unique opportunity to network with the business community and international keynote speakers. Considering the specific theme of the ICIBM 2021, submissions have been welcomed on the following themes:

- ◆ Impact of Covid-19 on the Business World
- ◆ Post Covid-19 World of Online Communities
- ◆ Governance and Regulation Issues of Work during the Covid-19 Pandemic
- ◆ Leadership, Innovation, Decision Making, and Change Management
- ◆ Human Resource Management in Post Covid-19 World
- ◆ Effect of Pandemic on International Trade in the Emerging Markets
- ◆ Globalization, Regional Integration, Productivity, and Economic Growth
- ◆ Entrepreneurship and New Idea Generation in the Covid-19 Scenario

## About UCP Business School

UCP Business School is one of the largest business schools in the country, with about 5,000 students enrolled in its various degree programs, spread across five academic divisions and 6 centers led by qualified and experienced faculty. UCP Business School has served the community with excellence for more than 25 years by providing business education at tertiary level and maintaining professional linkages with several British and American Universities including University of Sterling (UK), University of Southern California (USA), and Arkansas State University (USA). UCP Business School is part of the University of Central Punjab.

## Conference Sub Themes

### Impact of Covid-19 on the Business World

The effects of the coronavirus illness (COVID-19) outbreak have been felt all across the world. The pandemic has had a significant impact on the workplace. In addition to endangering public health, the economic and social turmoil endangers millions of people's long-term livelihoods and well-being. The pandemic is wreaking havoc on labor markets, economies, and businesses around the world, as well as global supply lines, causing severe commercial disruptions. The theme invites scholarly contributions that captures that impact of Covid-19 pandemic on various aspects of business such as financial efficiency, supply chain issues, technological revolutions, work-place settings and marketing techniques etc.

### Post Covid-19 World of Online Communities

With the COVID-19 pandemic putting an end to in-person business and social meetings, virtual engagement has taken center stage. We have always understood we need human connection, but the pandemic underscored the importance of involvement in our personal and professional lives. With this development, online community's engagement is very much evident such as workplace communities and professional networks. Companies are using online communities to engage their members and customers in Post COVID-19 world. This theme aims at generating academic discussions on how online communities are used as an effective mechanism in Post COVID world and what are their impacts. Scholars are invited to cover wider range of issues, challenges and opportunities associated with online networking and communities.

### Governance, Public Policy and Regulations during the Covid-19 Pandemic

This theme aims to discuss and showcase exemplary scholarship and practice in the field of governance and management of public and non-profit sector during the Covid-19 Pandemic. Major areas of research include civil services, public management, ethics and integrity, public safety, emergency management, the environment and technological developments during Covid- 19. Governance is the process of decision-making and implementation in several contexts such as corporate governance, local governance, national governance and international governance. The broader view of governance involves pluralistic decision-making process with the involvement of various key actors at local, national and international level inside and out-side the government. This process of pluralistic decision- making is highly important to generate local and indigenous policy solutions. To promote such quality of governance, academia can play most important role through conducting indigenous research. Scholarly contributions are invited in wide range of issues related to governance and public policy such as public management reform programs, transparency, open government and fight of corruption; collaborative governance, network management and co-production; management of healthcare organizations; good governance and inclusive development; non-profit management, social entrepreneurship and social innovation etc.

### Leadership, Innovation, Decision- Making and Change Management

Given the unstable, uncertain and competitive environment during Covid-19 pandemic, the only way to survive is innovation and capacity to incorporate change rapidly. Leadership plays most critical role in creating enabling strategies for the organization to survive in this cut-throat competition and complex business environment. Scholars are increasingly highlighting that agility and innovation are the most essential ways to obtain a competitive edge. While some businesses want to innovate in order to stand out, others are compelled to do so in order to stay afloat. In general, innovation in various aspects of a company's operations promotes productivity, efficiency, and quality of work, consequently boosting product quality and competitiveness, as well as the company's overall efficiency and productivity. This theme invites scholars to contribute in the area of leadership in the abruptly changing environment, adaptability and innovative solutions to survive in the contemporary post-Covid business world.

## Human Resource Management in Post Covid-19 World

In addition to macroeconomic factors (economic downfall, demographic development, industry 4.0, digitization, etc.) and their micro-political counterparts (shortage of skilled workers, unemployment, increased turnover, less loyalty etc.), human resource management and personnel policy is becoming a critical and most significant function on the organization. The complexity of the economic world under Covid-19 pandemic manifests itself for employees in a working world of boundless options, allowing nearly limitless freedom of choice, particularly for the younger generation. The employers' influence diminishes as a result of this shift in the power balance, and is frequently confined to opposing the pronouncements. On the other hand, the economic unrest and enhanced unemployment during Covid-19 has resulted in exploitation of employees. This theme aims at providing opportunity to the scholars to contribute in the issues, opportunities and challenges in the area of human resource management in post Covid-19 world.

## Effect of Pandemic on International Trade in the Emerging Markets

This global pandemic has led to market failure in most countries around the world and a decline in global economic growth prospects. Worldwide trade flows decreased significantly as Covid-19 disrupted economic activity across the globe. Emerging markets economies are facing economic challenges both in the short-and long-term. Many emerging markets have faced both demand and supply side shocks resulting in depreciated currency against major currencies, reversal in capital flows and potential impacts to their current accounts. This theme aims to analyses how various pandemic-related factors shaped international trade flows since there is a drastic reduction in trade interconnectedness, connectivity, and density among countries after the COVID-19 outbreak.

## Globalization, Regional Integration, Productivity, and Economic Growth

COVID-19's devastating impact compelled many regional, national, and subnational authorities to impose strict border controls, lockdowns, and community quarantines in try to contain the virus's spread. Border closures, lockdowns, quarantines, and other measures to halt the spread of the virus disrupted supply chains and decreased demand, resulting in a global trade slump. Intraregional commerce within Asia decreased in the first half of 2020, with significant contractions in the Central and South Asia sub-regions. Covering these aspects, this theme aims at generating scholarly discussions on new developments in globalization and regional integration and associated challenges for productivity and economic growth due to Covid-19 pandemic.

## Entrepreneurship and New Idea Generation in the Covid-19 Scenario

Small and medium-sized businesses (SMEs, including self-employed people) account for 90% of all businesses and 70% of all jobs in the globe. The Covid-19 outbreak threatens these enterprises, which are often run by entrepreneurs, putting millions of employments at risk. The majority of entrepreneurs experienced substantial obstacles that threatened their enterprises' survival. We can also observe resilience in how entrepreneurs dealt with the crisis by being flexible, adaptable, and looking for new opportunities, as well as leveraging government assistance, giving back to society, and even harboring expansion goals beyond the pandemic. On the other hand, Covid-19 has provided opportunities for new and novel idea generations that could work in the crisis's situations. This theme invites papers on the issues, challenges and opportunities of entrepreneurship and new idea generation in the Covid-19 Scenario.

## Message from Chairman BOG-UCP

Mian Amer Mehmood



***Good morning, everyone!***

*It is an immense pleasure to welcome all the presenters and participants today for the 7th annual international conference on contemporary issues in Business management organized by UCP Business School. Research is an integral part of higher education institutions. Universities are not just to transfer knowledge but to create knowledge. The University of Central Punjab is one place where researchers get many opportunities and state-of-the-art facilities to conduct research. UCP publishes various research journals and holds international and national conferences every year. Different faculties of UCP organize events to promote research and contribute to diverse fields of knowledge including Management Studies, Information Technology, Engineering, Arts and Social Sciences, Life Sciences, Media and Communication Studies, Law, Pharmacy, and Sciences in general. UCP Business School organizes its international conference ICIBM every year where international and national scholars and researchers participate and share their research contributions. This provides a great opportunity for young students to learn from them and determine their future path. ICIBM has been a success in the past and the 7th ICIBM will also be another feather in the cap. I congratulate the organizers of the conference on holding this event.*

Ch. Muhammad Sarwar



**Governor of Punjab  
Chancellor of  
Universities**

***Good morning, everyone!***

*It is an immense pleasure to welcome all the presenters and participants today for the 7th annual international conference on contemporary issues in Business management organized by UCP Business School. I also extend my heartfelt gratitude to all the eminent speakers and guests attending nationally and internationally to share their knowledge and vast experience with our participants.*

*COVID-19 emerged as a nightmare for people, ruining their lives and livelihood. But as the saying goes, “adversity opens up opportunities.” The impact of COVID-19, has been an incredible learning experience, especially for businesses and aspiring entrepreneurs. In Pakistan and beyond, the informal e-commerce phenomenon and its continued growth during COVID-19 points to the importance of the digital economy for financial and economic inclusion while also opening a world of opportunities for business owners to meet consumers’ new and evolving needs.*

*It is time for businesses to seize emerging opportunities in the recovery phase that involves conducting research on lessons learned from the pandemic, and then to prioritize actions to enhance business value today and build strategic resilience for tomorrow. I believe conference themes will help education, research, businesses, industries and economy of Pakistan to excel and help Pakistan to keep pace with developed countries in the post covid world.*

*I appreciate the efforts of Business School, University of central Punjab for providing this platform where International and local researchers as well as specialists are sharing knowledge and providing their insights to brighten the future of Pakistan. This online international conference also speaks high of the vision of our Prime Minister reflecting digital strength, internationalization and prosperity of Pakistan as all the key note speakers and 40% participants are foreigners from USA, Turkey, Egypt, India, Malaysia, Spain, Turkey. Brunei, Nigeria, Morocco, Bangladesh, Thailand, Philippines and Portugal. My special congratulations to Mian Amir Mehmood for materializing his vision of a prosperous Pakistan.*

*Once again, I welcome all the participants and appreciate the team for organizing this two-day international virtual conference.*

Mian Nauman Kabir



**President The  
Lahore Chamber of  
Commerce &  
Industry**

***Good evening, ladies and Gentlemen***

*I am amazed to learn about 7th International Conference on Contemporary Issues in Business and Management fetching core theme “Business Opportunities and Challenges: Covid-19 Perspective. Through session of Key note speakers, session chairs and foreign and local presentations, we keep abreast with innovative ideas, research paradigms and strategies to shape up the upcoming century. I must congratulate University of Central Punjab Management for organizing an international research conference and providing international and local researchers a platform to cater the contemporary problems of business and industry especially in the post covid world. The COVID-19 outbreak has shown, businesses have to be agile to adapt and adopt new strategies to make the most out of the evolving situation. I would like to extend my gratitude to the corporate professionals for sharing industry insights with our participants, students and presenters and must appreciate the trend of panel discussion by inviting professionals and CEOs from business houses.*

*I believe that participants have learned the significance of digital disruption and how brands have used information technologies to change their business models. It also has given us insight that how entrepreneurs and SMEs dealt with the crisis by implementing strategies like flexibility, adaptability and they keep looking for new opportunities, as well as leveraging government assistance, and even harboring expansion goals beyond the pandemic.*

*Finally, I thank all the presenters for their efforts and wish them best of luck in their pursuits of Research and once again Commend UCP-Business School for organizing such conferences for the encouragement of local and international research to resolve community problems.*

## Message from Pro-Rector UCP

Dr. Nassar Ikram



**Pro-Rector of  
University of Central  
Punjab**

***A very good morning to all and warm greetings to those who may be in a different time zone. I thank all of you for your presence.***

*As we approach the conclusion of the 7<sup>th</sup> ICIBM conference here at UCP, I would like to express my deep gratitude to all the key-note speakers and presenters for their keen participation. It was once famously said that the purpose of a university is to promote the spirit of free inquiry. I firmly believe it is through international conferences like this that we inculcate the spirit of free enquiry, which enables our student and teaching fraternity to be exposed to a host of new ideas. Last year as the corona virus emerged, morphed into Covid 19 and crisscrossed the world, disruption of supply chains initially caused a macro-economic supply shock. As we all know, this in turn caused a demand shock sending the global economy reeling into a recession. The world of business was turned on its head. Companies were facing challenges which many were dealing with in real time. Some were successful while others were not. Giants like AMAZON took a while adjusting whereas companies like ZOOM were able to respond quickly. The themes of the 7<sup>th</sup> ICIBM Conference were centered on the Covid 19; how it impacted the business world, the response of online communities, leadership, innovation and decision making in the changed environment. Covid 19 challenges have forced governments all over the world to reimagine the issues of governance & public policy, areas which were examined in this conference. Also, very interestingly papers were read on globalization and regional integration. After all, initially it was the disruption of commerce which unfolded this mammoth problem impacting business and economic growth. For the 7<sup>th</sup> ICIBM Conference, the quality of research papers received clearly met the objectives of the themes designed for the conference. The papers were incisive and thought provoking. All stakeholders, students, faculty and business community benefitted greatly from both the presentation and the panel discussions that ensued. I am sure they will be able to put their learning to practical use in shaping the world of tomorrow. For this I am thankful to all the presenters who contributed from different countries of the world including Italy, Philippines, India, Bangladesh, Uzbekistan, Turkey, Brunei, Malaysia, Morocco and Pakistan. And I would especially like to thank the keynote speakers Dr. Valentina Della Corte from Italy, Dr. Cihan Cobanoglu Dr. Minwoo Lee and Dr. Faizan Ali from USA. And from Turkey and Cyprus respectively we had Dr. Seden Dogan and Dr. Shiva Ilkhanizadeh. Their input was truly invaluable.*

*I am an eternal optimist and believe that the future holds great promise. Over its long history humankind has faced many crisis and overcome these. Covid 19 too shall be overcome inshallah, its death and destruction will be behind us, and our world will move forward. And when it does researchers and thought leaders who graced this conference and institutions like UCP can take pride in their contribution to the world of tomorrow.*

*Many thanks to all of you once again for giving us the privilege to host this conference and best wishes in your future endeavors.*

Dr. Faisal Mustafa



Dean/Provost UCP  
Business School

**Good morning, everyone!**

*On behalf of the UCP Business School, I am privileged to welcome all the participants of the 7<sup>th</sup> ICIBM Conference. I am also keen to express my gratitude to the key-note speakers for accepting invitation despite their professional commitments and for their productive insights. Likewise, I am grateful to the foreign and local presenters for their serious participation and endeavors to make this conference a big success. Last but not the least, I acknowledge the indefatigable efforts of the entire conference team who evolved core idea and conceived conference themes to materialize the notion of international conference for UCP-BS.*

*This year's conference theme is, **Emerging Business Opportunities and Challenges: A Covid 19 Perspective**. COVID,19, a Pandemic has posed significant challenges for the contemporary world to face the paradigm shifts in almost all the walks of life. The buzz words like fear, uncertainty and helplessness in the years 2020-2021 have left indelible marks on our memories. We as individuals, families, societies and businesses have to reset our goals and priorities, like UN SDGs have to be revamped, to shapeup life on earth. Hence, Conference themes have been meticulously conceived to face the challenges of business and technology in the post covid world while keeping abreast with the solutions of these challenges. This international virtual conference also speaks high about human triumph of knowledge and research in the post covid world as man on earth has coined new avenues to elevate humanity. Also, it speaks high of digital claim of our prime minister and UCP as a leading university. It is heartening that owing to pandemic, we have deprived to render our hospitality and to share proud culture of Pakistan with our foreign key note speakers and presenters.*

*I would take opportunity to introduce my organization. UCP Business School, a part of the University of Central Punjab, is one of the largest business schools in Pakistan, with about 5,000 students enrolled in its various degree programs, spread across fourteen academic divisions and 6 centers led by qualified and experienced faculty. UCP Business School has served the community for more than 30 years, by providing business education at tertiary level and maintaining professional linkages with several British and American Universities including University of Sterling (UK), University of Southern California (USA), and Arkansas State University (USA).*

*UCP Business School organizes its international conference ICIBM every year where international and national scholars, and researchers participate and share their research contributions. This provides a great opportunity for young students to learn from to chart their future. ICIBM has been a success in the past and the 7<sup>th</sup> ICIBM will also be another feather in the cap.*

*It is great privilege indeed for me to be associated with this conference and I wish it every success. It is my pleasure, one more time, to say thank you and welcome*

Dr. Rubena Tashfeen



Associate Dean ,  
UCP Business School

***Hello Everyone,***

*My name is Dr. Rubina Tashfeen and I am working as an Associate Dean in the Faculty of Management Studies at University of Central Punjab.*

*I would like to express my sincere gratitude and welcome you to the 7<sup>th</sup> International Conference on Contemporary Issues in Business Management. I proudly present the conference theme as Emerging Business Opportunities and Challenges: COVID-19 Perspective. This conference provides a unique opportunity to network with the business community and international keynote speakers to exchange valuable academic experience.*

*It is my hope that the 7<sup>th</sup> ICIBM 2021 would be able to accomplish its prime objective in providing an effective forum for academicians, researchers, and practitioners to advancing knowledge, research, and technology at the difficult times of COVID-19. There has always been a significant gap between communities who can make effective use of knowledge and technology and those who can't and we are pleased to be part of a well-educated community. As we knew, the COVID-19 outbreak has completely transformed the way we do business in the global ecosystem. On one side it has caused devastation amongst many sectors while on the other hand flourishes virtual business. COVID-19 pandemic triggered us to think creatively and innovatively on how to use our resources efficiently and be sustainable. The current crises have taught us how to adapt faster to the new norms of the virtual world by keeping in mind the safety of humanity. In these times, calling for social relevance for scientific activities is very fortunate to see the passion of participants to positively respond to a global crisis. That's the reason we come up with the theme "Emerging Business Opportunities and Challenges: COVID-19 Perspective". The focal drive of this conference is to exchange ideas, and by participating in this platform, it is hoped that all participants who may benefit from the conference can apply it in managing activities in their areas. This conference theme has brought us all together to exchange ideas and discuss solutions for ensuring a sustainable world.*

*There is always a first step in every action, hence this is our very first virtual conference that allows us to meet virtually for a very noble purpose of academic knowledge sharing at the comfort of our home. It is pleasing to note that the agenda of this conference would cover a wide range of interesting topics related to the most important issues faced by the business world i.e., business opportunities and challenges in COVID-19 times.*

Dr. Rab Nawaz Lodhi



**Associate Professor,  
UCP Business School**

*Hello Everyone,*

*My name is Dr. Rab Nawaz Lodhi and I am the Conference secretary. It is great honour for me to welcome all the delegates of the 7th International Conference on Contemporary Issues in Business Management. As a community driven and research-oriented university, UCP presents the theme of the conference as Emerging Business Opportunities and Challenges: COVID-19 Perspective in which we are committed to pay back to community by providing the platform to the international researchers and industrialists to share the business problems and their solutions particularly in COVID-19 Perspective for a sustainable world. As the current COVID-19 pandemic hits the globe with great intensity, native knowledge on corporate and emerging sectors is needed not only to survive but to welcome a new research and technology-oriented tomorrow. This conference will prove itself as a practical solution in serving the social needs for a sustainable tomorrow.*

*We have received research papers from Philippines, India, Uzbekistan, Bangladesh, Brunei, Turkey, Morocco, USA, Thailand, Spain, Malaysia, Nigeria, USA, Portugal and Pakistan. A total of 59 presenters are presenting their research papers in 8 different sessions under 8 sub-themes of the conference. 6 keynote speakers Prof. Dr. Valentina Della Corte from University of Naples Federico Italy, Prof. Dr. Cihan Cobanoglu and Dr. Faizan Ali from Muma College of Business, University of South Florida, USA, Dr. Minwoo Lee from Houston University USA, Dr. Seden Dogan from Akdeniz University Turkey and Dr. Shiva Ikhanizadeh from Cyprus International University Cyprus delivered wonderful keynote speeches. In a panel discussion session 6 industrial experts Mr. Umar Ghumman Country Head Samsung Mobile Business, Ms. Tosheeba Sarwar, Lead Driver at Experiences, Mr. Muhammad Qasim, Sr. Marketing Professional Hyundai Nishat Motors, Ms. Rabia Naveed Country Head of HR at ABB, Mr. Rizwan Shuja, Entrepreneur from USA, Mr. Waqas Khatri Director Strategy and New Inventions at Ittehad Chemicals Limited shared their practical experience dealing with business problem and various solutions.*

*I am very thankful to the worthy Pro-Rector UCP Dr. Nassar Ikram, the worthy provost and the conference chair Dr. Faisal Mustafa and the worthy associate dean and the conference co-chair Dr. Rubeena Tashfeen for providing the best facilities and excellent supervision for organizing ICIBM 2021 to encourage the local and international researcher to enhance the treasure of literature and giving back to the society. I thank all the presenters, keynote speakers, session chairs, session moderators, session coordinators and industrial experts for all their efforts and wonderful contributions for this conference. I am also thankful to all attendees for their active participation in the various sessions of ICIBM 2021.*

*Finally, I would like to extend my gratitude to the UCP management and all organizing committee members for their unending efforts, extreme devotion, hardworking and commitment for the effective planning and execution of this wonderful conference.*

# Conference Schedule

**7<sup>th</sup> International Conference on Contemporary Issues in Business Management (ICIBM-2021)**  
**Theme: Emerging Business Opportunities and Challenges: Covid-19 Perspective**  
**University of Central Punjab, Lahore (UCP), Pakistan**

Venue: Online On ZOOM

Zoom Link: <https://zoom.us/j/91734011154>

**Schedule - (DAY 1)**  
**Monday November 22<sup>nd</sup>, 2021**

Time	Detail
<b>9:30am-10:00am</b> (Pakistan Standard Time)	<b><u>Participants sign in to Zoom</u></b>

Inauguration (Duration 80 minutes)	
Moderator: Mr. Salman Ahmad	
<b>Recitation of Holy Quran</b>	
<b>Welcoming and Opening Remarks</b>	
<b>10:00am-11:20am</b>	<ol style="list-style-type: none"> <li>1. Dr. Faisal Mustafa, (Conference Chair).</li> <li>2. Dr. Rab Nawaz Lodhi (Conference Secretary)</li> <li>3. Chief Guest Welcome Note</li> </ol>
	<b>Keynote Session</b> <ol style="list-style-type: none"> <li>1. Keynote speaker 1: <b>Prof. Dr. Cihan Cobanoglu</b> - McKibbon Endowed Chair Professor at Muma College of Business, University of South Florida, USA.</li> <li>2. Keynote speaker 2: <b>Dr. Minwoo Lee</b> - Assistant Professor of Business Analytics. University of Houston, USA.</li> <li>3. Keynote speaker 3: <b>Dr. Faizan Ali</b> Associate Professor, Muma College of Business, University of South Florida, USA.</li> </ol>
<b>Break 11:20 am to 11:30 am (Pakistan Standard Time)</b>	

Session 1: Impact of Covid-19 on Business World  
 11:30am – 01:00pm (Pakistan Standard Time), 90 minutes

*Session Chair: Prof. Dr. Rana Muhammad Ayub, Chairman UVAS Business School*  
*Moderator: Dr. Shabana Naveed*  
*Coordinator: Ms. Nahan Iqbal*

<b>ICIBM21-101</b>	<b>Status of Agricultural Goods as affected by the farmers' Marketing practices and perception in Manukan, Zamboanga Del Norte, Philippines during the Covid-19 pandemic</b> <i>Enrique E. Biñas Jr., Roberto F. Gumanas Jr.</i>
<b>ICIBM21-102</b>	<b>Consumer Anger and Consumer Forgiveness through Service Recovery Strategies in Transportation Sector: During COVID-19</b> <i>Sabahat Gul</i>
<b>ICIBM21-103</b>	<b>Pluralistic Ignorance and Workplace Flexibility in Business Organizations: A Qualitative Investigative Outlook (A Perspective of COID-19)</b> <i>Dr. Muhammad Zia-ur-Rehman, Amir Abbas Turi</i>
<b>ICIBM21-106</b>	<b>Impact of Covid 19 on Destination Tourism and its resilience and recovery: A systematic literature review and future research directions</b> <i>Dr.Alok Kumar, Dr. Rajat Gera</i>

- ICIBM21-107** **Pandemic and its impact on teaching & learning: A bibliometric study since 2002-2021**  
*Dr. Anil Kumar*
- ICIBM21-109** **Consumers' Motivation toward Purchase Intention on Online Product with Mediating Effect of Trust**  
*Theresa Kula*
- ICIBM21-111** **Impact of Brand Image, Product Price and Word of Mouth Communication on Purchase Decision of Customers: A COVID-19 Perspective**  
*Hassaan Elahi, Rubina Jabeen*
- ICIBM21-113** **Telling the Authenticity's Story in Covid19: Dual Insight From Consumers and Sellers. An empirical study from Moroccan's terroir products.**  
*Ouboutaib Fatima Ezzahra, Aitheda Abdellatif, Mekkaoui Soumiya*

*Question & Answers Session – 20 minutes*  
*Session Chair Comments*

Zoom Link: <https://zoom.us/j/91734011154>

Break 01:00pm – 02:00pm (Pakistan Standard Time)

Session 2: Post covid-19 World of Online Communities  
02:00pm – 03:30pm (Pakistan Standard Time), 90 minutes

*Session Chair: Prof. Dr. Zainab Bibi (Director, Institute of Management Sciences, University of Balochistan)*  
*Moderator: Mr. Bilal Ilahi*  
*Coordinator: Ms. Wajeaha Waqar*

- ICIBM21-201** **Sustainable procurement practices and organizational performance: A POST COVID-19 Investigation of Nigerian manufacturing firms**  
*Ahmad Sani Usman, Suleiman Usman, Muhammad Mohammed Bashir*
- ICIBM21-202** **Technophobia, is it part of the problem or the solution? How students' technophobia impacts their technology acceptance in an online class**  
*Odai Khasawneh*
- ICIBM21-203** **Challenges of Freelancers in Pakistan: Impact of COVID-19**  
*Maheen Sajjad, Dr. Shabana Naveed*
- ICIBM21-204** **Student satisfaction and academic performance during COVID-19: The role of learner characteristics and perceived learning**  
*Saima Saleem, Asif Mahmood, Sameera Butt*
- ICIBM21-205** **The psychological impact of COVID 19 epidemic on University students of Lahore Pakistan with the mediation of online student engagement.**  
*Aftab Shaukat, Dr. Rab Nawaz Lohdi*
- ICIBM21-208** **IT resources, supply chain integration, and operational performance: An empirical study on Post Covid 19 era in Pakistan**  
*Muhammad Irfan*
- ICIBM21-212** **Examining the Impact of the COVID-19 Pandemic on the E-commerce Market**  
*Francisco Javier Blanco-Encomienda, Elena Rosillo-Díaz, Hanaa Es Sebyhy-Azhir*

*Question & Answers Session – 20 minutes*  
*Session Chair Comments*

Zoom Link: <https://zoom.us/j/91734011154>

Session 3: Governance and Regulation Issues of Work During Covid-19  
03:30pm – 05:00pm (Pakistan Standard Time), 90 minutes

*Session Chair: Dr. Rizwan Qaiser Danish (Institute of Business Administration, University of the Punjab)*  
*Moderator: Mr. Talha Zubair Ahmad Khan*  
*Coordinator: Ms. Haziqah Noor Ul Islam*

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| <b>ICIBM21-301</b> | <b>Green marketing approaches in the COVID-19 pandemic: Green brand image and customer beliefs towards the environment drive green purchase intentions</b><br><i>Muhammad Ussama Majeed, Sumaira Aslam, Muhammad Azeem Naz</i> |
| <b>ICIBM21-302</b> | <b>Age and Influence Tactics: A Life-Stage Development Theory Perspective (Comprehending the Phenomenon during stressful situations like COVID-19)</b><br><i>Dr. Muhammad Zia-ur-Rehman, Nazia Hayat Gondal</i>                |
| <b>ICIBM21-303</b> | <b>An Analysis of Employee Motivation in the Service Industry during a Global Health Pandemic</b><br><i>Maricar S. Besa</i>  |
| <b>ICIBM21-305</b> | <b>Work-Family Balance Towards Life Satisfaction: A Study among Bangladeshi Working Adults in The Covid-19 Context.</b><br><i>Hridoy Saha, M. Monzer Rahaman, Hamrila Abdul Latif</i>  |
| <b>ICIBM21-306</b> | <b>Understanding the mechanisms of work-family conflicts; the role of covid-19 fear and stress in service sector of Pakistan</b><br><i>Muhammad Usman Mumtaz, Dr. Shabana Naveed, Dr. Rab Nawaz Lodhi</i>                      |
| <b>ICIBM21-307</b> | <b>Investigation of The Effect of The Pandemic on Turkish Airlines with Data Envelopment Analysis</b><br><i>Temel Caner Ustaömer, Murat Kemal KELEŞ, Aşkın Özdağoğlu</i>   |
| <b>ICIBM21-310</b> | <b>COVID-19 perception and psychological distress among university students</b><br><i>Mehmet Bahri Saydam, Kaveh Jafari</i>  |

**Question & Answers Session – 20 minutes**  
**Session Chair Comments**

Zoom Link: <https://zoom.us/j/91734011154>

Session 4: Leadership, Innovation, Decision-Making and Change Management  
05:00pm – 06:30pm (Pakistan Standard Time), 90minutes

*Session Chair: Dr. Samar Rahi, Hailey College of Banking & Finance, University of the Punjab*  
*Moderator: Ms. Amina Rizwan*  
*Coordinator: Ms. Mahnoor Farrukh*

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|--------------------|---|
| <b>ICIBM21-401</b> | <b>Impact of big data investment on customer experience. The role of marketing affordances and service innovation.</b><br><i>Mohammad Adil Khushi, Jawad Yousaf</i>   |
| <b>ICIBM21-403</b> | <b>Social Resistance in Medium-Level Cities</b><br><i>Azize Serap Tuncer, Sinan Bulut</i>   |
| <b>ICIBM21-404</b> | <b>Subnational Determinants of Foreign Subsidiary Resilience Activities</b><br><i>Roxana Wright</i>   |
| <b>ICIBM21-405</b> | <b>IT, Decision-Making and Leadership: challenges for IT Governance in the Covid-19 era</b><br><i>Manal Ahdadou</i>   |
| <b>ICIBM21-406</b> | <b>Turn over a new leaf: Examining the influence of Covid-19 on Millennial Consumer Behavior</b><br><i>Nehdia Saulat</i>  |
| <b>ICIBM21-409</b> | <b>Impact of Transformational Leadership on E-Business Adoption through Organizational Learning and Knowledge Management: Evidence from Hospitality Industry of Pakistan under Covid-19 Era.</b><br><i>Muhammad Kamran, Brigadier (Retd.) Dr. Mujahid Hussain, Amber Iqbal, Muhammad Arif</i> |

**ICIBM21-410** **The Impact of Human Resource Management Information System (HRMIS) Implementations on Organizational Performance and Mediating role of Efficiency and Effectiveness during the COVID-19**  
*Muhammad Waqas*

**ICIBM21-411** **Effect of inclusive leadership on employee innovative behavior through employee engagement and perceived organizational support: Evidence from hospitality industry of Pakistan under Covid-19 ear.**  
*Muhammad Arif, Brigadier (Retd.) Dr. Mujahid Hussain, Amber Iqbal, Muhammad Kamran*

*Question & Answers Session – 20 minutes*  
*Session Chair Comments*

Zoom Link: <https://zoom.us/j/91734011154>

**Schedule (DAY-2)**  
**Tuesday November 23<sup>rd</sup>, 2021**

**Venue: Online On ZOOM**

Zoom Link: <https://zoom.us/j/91734011154>

Time	Detail
8:30am-9:00am (Pakistan Standard Time)	<b><u>Participants sign in to Zoom</u></b>

**Inauguration 09:00am -10:00am (Pakistan Standard Time)**  
**(Duration 60 minutes)**

**Moderator: Ms. Amina Rizwan**

09:00am -10:00am	<b>Keynote Session</b> <ol style="list-style-type: none"> <li>Keynote speaker 1: <b>Dr. Valentina Della Corte</b> - Professor of Business Management at Federico II University of Naples.</li> <li>Keynote speaker 2: <b>Dr. Shiva Ilkhanizadeh</b>. - Assistant Professor of Cyprus International University.</li> <li>Keynote speaker 3: <b>Dr. Seden Dogan</b> - Associate professor at Ondokuz Mayıs University.</li> </ol>
	<i>Question &amp; Answers:</i> <i>Session Chair Comments</i>

**Session 1: Human Resource Management in Post Covid-19 World**  
**10:00am – 11:30am (Pakistan Standard Time), 90 minutes**

*Session Chair: Dr. Naveed, SZABIST, Islamabad.*  
*Moderator: Mr. Basharatullah Malik*  
*Coordinator: Ms. Noor ul Ain*

**ICIBM21-501** **Implement of cloud computing in hotel services enhancement in post-pandemic: Smart technology in hospitality**  
*Cihan Cobanoglu,, M. Omar Parvez*

<b>ICIBM21-502</b>	<b>Human Resource Management Practices Amidst COVID-19</b> <i>Dr. Amrik Singh, Dr. SanjeevKumar</i>
<b>ICIBM21-503</b>	<b>Human Resource Development in the Post Covid-19 Era and Role of Job Satisfaction in the Project Success</b> <i>Muhammad Saeed Shahbaz, Umair Aitimid</i>
<b>ICIBM21-506</b>	<b>HR Professionals' Competencies and Effectiveness in Telecom organizations of Pakistan: A Post Covid Analysis</b> <i>Mohi ud Din, Aqeel Ahmad</i>
<b>ICIBM21-508</b>	<b>High-Performance Work System (HPWS) as a function of Teachers' Well-being during COVID-19 with the mediating role of Work Engagement in Higher Education Institutions.</b> <i>Muhammad Adnan, Ather Ummad Khan</i>
<b>ICIBM21-509</b>	<b>Employee Green Innovative Behavior in Hotel Industry in Pakistan</b> <i>Rimsha Shafiq, Dr. Shabana Naveed</i>
<b>ICIBM21-511</b>	<b>Proposing the Linkage Relationship of Leader-Member Exchange and Psychological Empowerment between Transformational Leadership and Innovative Work Behavior in Covid19 Era</b> <i>Shaheryar Khan, Dr. Samar Rahi, Dr. Tehmina Fiaz Qazi</i>

**Question & Answers Session – 30 minutes**  
**Session Chair Comments**

Zoom Link: <https://zoom.us/j/91734011154>

**Session 2: Effect of pandemic on international trade in emerging markets**  
**11:30am – 1:00pm (Pakistan Standard Time), 90 minutes**

*Session Chair: Dr. Sadia Farooq, Hailey College of Commerce, University of the Punjab Lahore*  
*Moderator: Mr. Salman Ahmed*  
*Coordinator: Ms. Faiza Akhtar*

<b>ICIBM21-602</b>	<b>Efficiency and the Effectiveness of the Hotels in Covid-19 Period: Evidence From Cappadocia in Turkey</b> <i>Tekiner Kaya</i>
<b>ICIBM21-604</b>	<b>An empirical study about the impact of COVID-19 on Quality on Life</b> <i>Arfa Tayyab, Sumaira Shamoon</i>
<b>ICIBM21-605</b>	<b>Impact of the Covid-19 on Stock Market Performance and Volatility: Evidence from PSX</b> <i>Anwar Ali Sajid, Dr Muhammad Abbas, Dr Muhammad Zia ul Haq</i>
<b>ICIBM21-606</b>	<b>Post Covid-19 Digital Transformation in Financial Organizations</b> <i>Marius Sandy Stanescu</i>
<b>ICIBM21-610</b>	<b>Prioritizing and Modeling the Internet of Things (IoT) Adoption Barriers for Agile Manufacturing to Post COVID-19 Scenario</b> <i>Dr. Asif Arshad, Dr. Asif Mahmood</i>
<b>ICIBM21-611</b>	<b>Jai Ho: Indian Tourism Sector and Economic Growth after Covid-19 Quagmire</b> <i>Giulia Napolitano</i>
<b>ICIBM21-612</b>	<b>Fostering Environmental Performance through adopting Green HR practices: The mediating role of Environmental Concern</b> <i>Rameen Maqsood, Memoona Sajid</i>

**Question & Answers Session – 30 minutes**  
**Session Chair Comments**

Zoom Link: <https://zoom.us/j/91734011154>

**01:00pm – 02:00pm (Pakistan Standard Time)**  
**Lunch Break**

Session 3: Globalization, regional integration, productivity and economic growth  
02:00pm – 03:30pm (Pakistan Standard Time), 90 minutes

Session Chair: Dr. Shazia Hassan, Leadership and Management Studies Department, National Defence University  
Moderator: Mr. Khurram Hamid  
Coordinator: Mr. Waseem Irshad

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| ICIBM21-702 | <b>The Influence Of Internet Services On The Banker-Entrepreneur Human Relationship During Globalization</b><br><i>Francesco Fasano, Maurizio La Rocca</i>   |
| ICIBM21-703 | <b>Predictable Time Off (PTO) and Work Design (WD): An Emerging Contemporary Issue (Assessing the Dynamics during COVID-19)</b><br><i>Dr. Muhammad Zia-ur-Rehman, Muhammad Nadeem Akram</i>                      |
| ICIBM21-704 | <b>Social, Academic and Economic impact of covid 19 on students of UET</b><br><i>Aftab Shaukat, Dr. Rab Nawaz Lohdi</i>  |
| ICIBM21-706 | <b>Human Capital and Firm Performance in Emerging Market</b><br><i>Tri Damayanti, Suphi Aslanoglu</i>  |
| ICIBM21-707 | <b>Effect of Interest Rate and Exchange Rate Changes on the Financial Performance of Pakistani Banks: A Comparative Analysis Between Pre-COVID Period and During-COVID Pandemic</b><br><i>Zaheer U Din Babar</i> |
| ICIBM21-708 | <b>Impact of Covid-19 on the Business in Portugal</b><br><i>Francisco Oliveira, Elisabeth T. Pereira</i>   |
| ICIBM21-709 | <b>Quality of Virtual Reality in Hospitality Industry and its Impacts on Behavioral Intention in COVID era: Mediating Role of Authentic Experience</b><br><i>Huma Bano, Dr. Rab Nawaz Lohdi</i>                  |
| ICIBM21-710 | <b>Perspective Comparison of Venturing into Startup in University Students of three Asian Countries: Malaysia, Indonesia &amp; Brunei Darussalam</b><br><i>Norzahidah Buhasri, Kamariah Ismail</i>               |

Question & Answers Session – 30 minutes  
Session Chair Comments

Zoom Link: <https://zoom.us/j/91734011154>

Session 4: Entrepreneurship and new idea generation in covid-19 scenario  
3:30pm – 5:00pm (Pakistan Standard Time), 90minutes

Session Chair: Prof. Dr. Sania Zahra Malik, Institute of Business Administration, University of the Punjab  
Moderator: Mr. Agha Mahmood Ali  
Coordinator: Ms. Sidra Nasreen

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| ICIBM21-801 | <b>Covid-19: Challenges and Opportunities for Small and Medium Enterprises (SMEs)</b><br><i>Dr. Nomita Sharma, Dr. Neha Sharma, Mr. Tushar Sharma</i>  |
| ICIBM21-802 | <b>Entrepreneurial Personality Characteristics and Entrepreneurial Intentions: Mediating Role of Entrepreneurial Orientation</b><br><i>Ayaz Ali Maitlo, Salman Bashir Memon, Saqib Wahab Mahar, Sartaj Ahmed Sang</i>  |
| ICIBM21-803 | <b>STARTUPS' RESILIENCE DURING COVID-19 AND ENTREPRENEURIAL TEAMS PRIOR TO INITIAL PUBLIC OFFERING (IPO)</b><br><i>Siti Aisah Janaji, Kamariah Ismai, Fahmi Ibrahi</i>   |
| ICIBM21-804 | <b>The COVID-19 Pandemic: Challenges and Opportunities among the Bruneian Home-Based Businesses</b><br><i>Syahnur Farhana Haji Shahleh, Vivi Nabilah Shaya, Kamariah Ismail, Farahiyah Kawi, Siti Nor Suriana Haji Abd Talip, Siti Nur Azhana Haji Mohamad</i> |
| ICIBM21-805 | <b>Psychological and Behavioral Determinants of Entrepreneurial Innovation Activities in South Asian Region</b>  |

*Mahwish Zafa, Imama Mehboob*

**ICIBM21-806 The Role of Disruption Absorption on Covid-19 Operational Disruption and Performance of SMEs: A Conceptual Framework.**

*Mahmoud Ahmad Mahmoud, Ahmed Mahmoud, Mahabub Musa Garba*

**ICIBM21-811 Exploring dimensions of Women's Empowerment and Entrepreneurial Growth during COVID-19 Era**

*Ambreen Khursheed, Maham Fatima, Marriam Rao*

**Question & Answers Session – 30 minutes**  
**Session Chair Comments**

Zoom Link: <https://zoom.us/j/91734011154>

Closing Ceremony

5:00 pm -6:00pm (PAKISTAN STANDARD TIME)

*Moderator: Mr. Khurram Hamid*

<b>5:00pm -6:00pm</b>	<p><b>Closing Remarks</b></p> <ol style="list-style-type: none"><li>1. Dr. Nassar Ikram (Pro – Rector, UCP)</li><li>2. Dr. Rab Nawaz Lodhi (Conference Secretary)</li><li>3. Chief Guest</li><li>4. Announcement of Best Paper Award</li><li>5. Announcement of the Next Year Conference 8<sup>th</sup> ICIBM 2022</li></ol>
<b>Concluding Remarks</b>	

**Panel Discussion with Industry Experts**  
**On Emerging Business Opportunities and Challenges: Covid-19 Perspective**

Date: November 23 <sup>rd</sup> 2021	Timings: 12:00pm to 1:00pm (Pakistan Standard Time) Venue: Online Zoom
<b>Moderator:</b>  Tahir Ashfaq	<b>Panelist</b>  <ol style="list-style-type: none"><li>1. Mr. Umar Ghumman Country Head Samsung Mobile Business.</li><li>2. Ms. Tosheeba Sarwar, Lead Driver at Experiences.</li><li>3. Mr. Muhammad Qasim.</li><li>4. Sr. Marketing Professional Hyundai Nishat Motors.</li><li>5. Ms. Rabia Naveed Country Head of HR at ABB.</li><li>6. Mr. Rizwan Shuja, Entrepreneur from USA.</li><li>7. Mr. Waqas Khatri Director Strategy and New Initiatives at Ittehad Chemicals Limited</li></ol>
<b>Join the panel discussion on Facebook Live on UCP Main Page.</b> <a href="http://www.facebook.com/UCPofficial">www.facebook.com/UCPofficial</a>	

Conference Keynote Speakers  
Day- 1 22<sup>nd</sup> November, 2021

Prof. Dr. Cihan Cobanoglu

**Cihan Cobanoglu, Ph.D.**, is the McKibben Endowed Chair Professor of the School of Hospitality & Tourism Management at the University of South Florida Sarasota-Manatee campus, and he also serves as the director of the M3 Center for Hospitality Technology and Innovation and coordinator of International Programs for the School of Hospitality & Tourism Management. He is a renowned hospitality and tourism technology expert. Dr. Cobanoglu is a Fulbright Specialist commissioned by the Fulbright Commission, which is part of the U.S. Department of State's Bureau of Educational and Cultural Affairs (ECA) and World Learning (2018-2021). He is a Certified Hospitality Technology Professional (CHTP) commissioned by Hospitality Financial & Technology Professionals (HFTP) and the Educational Institute of American Hotel & Lodging Association (AHLA).



Dr. Minwoo Lee

**Minwoo Lee, P.h.D.**, is an Assistant Professor at the Conrad N. Hilton College of Hotel and Restaurant Management at the University of Houston. Dr. Lee is an author of more than 30 peer-reviewed journal articles, books, book chapters, and trade articles in hospitality, tourism, and information systems. His research focuses on the impact of innovative hospitality technologies, persuasion and decision-making, service innovation, big data and business analytics, and machine learning in the hospitality and tourism context. Dr. Lee has won several research excellence awards and worked as a consultant and research associate for Accor Hotel, Hilton, and IHG. He currently leads the Data Analytics and Service Innovation Lab and serves as Assistant Editor for Journal of Hospitality and Tourism Technology and an editorial board member for leading hospitality and tourism journals.



Dr. Faizan Ali

**Faizan Ali** is a marketing professor and graduate coordinator in the School of Hospitality and Tourism Management in Sarasota-Manatee. He began teaching here in 2016, coming from the Dedman School of Hospitality, Florida State University, where he served as a post-doctoral scholar. He is an active member of various hospitality associations. Ali earned a Ph.D. in marketing at the International Business School, Universiti Teknologi Malaysia, a master's degree in management from Glyndwr University, United Kingdom, and a bachelor's degree in business administration and information technology from the Institute of Management Sciences, University of Peshawar, Pakistan.



Conference Keynote Speakers  
Day-2 23<sup>rd</sup> November, 2021

Prof. Dr. Valentina Della Corte

**Valentina Della Corte** is Professor of Business Management at Federico II University of Naples. She teaches Tourism Business Management, Strategic Management, and Marketing Policies and Management of Cultural Heritage. Author of numerous publications in national and international academic journals such as Tourism Management, European Journal of Innovation Management, Corporate Ownership & Control, International Journal of Business and Management, Mercati e competitività, International Journal of Quality and Service Sciences, International Journal of Leisure and Tourism Marketing, International Journal of Marketing Studies, Journal of Management and Sustainability.



Dr. Shiva Ilkhanizadeh

**Dr Shiva Ilkhanizadeh** is an Assistant Professor of Tourism Management at the School of Tourism and Hospitality Management, Cyprus International University. Her core focuses of interest currently include service marketing and management, Human resources, Hospitality, Tourism, and international marketing. She has received many recommendations from university leadership, faculty peers, and students for her dedication to teaching excellence and commitment to ensuring outstanding student experiences.



Dr. Seden Dogan

**Dr. Seden** is an Associate professor at Ondokuz Mayıs University, Faculty of Tourism. She is a Ph.D. from Akdeniz University, Institute of Social Sciences, and Department of Tourism Management. Currently, she is working as a visiting research scholar at the University of Florida, United States. She has also served as Ondokuz Mayıs University Tourism Faculty Head of Tourism Guidance Department, Ondokuz Mayıs University Bafra Tourism Vocational School Deputy Director, and Adnan Menderes University Davutlar Vocational School Lecturer. Her area of expertise is 'tourism' and recent research areas are Industry, Consumer Behavior, Information Technologies, social media, and Digital Marketing. She has publications in well prestigious journals.



## Session Chair Profiles

Day -1  
22<sup>nd</sup> November 2021

### Session 1: Dr. Rana Muhammad Ayyub

Prof. Dr Rana Muhammad Ayyub is currently serving as Chairman of the Department of Economics and Business Management. UVAS Business School. He completed his doctoral degree in Marketing from Hull University Business School (HUBS), University of Hull, England, UK. He has Policy Research in Livestock since 2015. He has written many policy papers regarding various issues of the livestock sector, which have been quite instrumental in shaping the Government policies. He has been providing professional consultancy services to the private meat industry of Pakistan since 2004. He has also served as a consultant USAID for conducting research studies. He has also completed funded research projects for Pakistan Poultry Association (PPA) on various marketing issues. He has published in reputed journals including ABS and ABDC ranked journals.



### Session 2: Dr. Zainab Bibi

Dr. Zainab Bibi is a Professor in the institute of Management sciences University of Balochistan where she has been a faculty member since 1994. She is also serving as Director in the Institute of Management Sciences (IMS) since 2019. Prof. Dr. Zainab completed her Ph.D. at Karachi University and her undergraduate studies at Gomal University, D.I. Khan, KPK. Her research interests lie in Organization Behavior focusing pro-social and negative workplace behavior. She has collaborated actively with researchers both at national and international level. She has more than 30 papers in both national and international esteemed Journals. Dr. Zainab has served / is serving in workshop program committees, scholarship Award committee, Board of studies, Academic council, and as Syndicate member in different universities. She has completed certification course in Human Resources for Developing Countries (August 8-28, 2018) in Fuzhou, China and 3 weeks Training on health system Management at AGA KHAN UNIVERSITY KARACHI. She has received appreciation letter from University of Balochistan for best performance of her duties in the start of her career at University of Balochistan.



### Session 3: Dr. Rizwan Danish

Dr. Danish is Associate Professor and his specialized areas are HRM, Organizational Behavior and Business Management. He has served as Incharge Department of Business Administration at PUGC and has other important roles at Hailey College of Commerce before joining IBA. His contributions to the academic world, business, global non-profit organizations, and governments have been recognized by awards, research grants, invitations to provide research leadership to national universities, and governments in improving organizational management and governance. He has published extensively in leading scholarly journals. For example, he has seven publications which are ranked A, B, and C by the Australian Business Deans Council. Danish has won several awards including Research Productivity Awards by COMSATS University (Pakistan), Research Incentive Award, and Performance Evaluation Award (being at top position in the department) by University of the Punjab (Pakistan), and Best Paper Awards (for conferences in Canada and Pakistan). Danish undertakes top-level research in areas that excite global interest, mentor research students and colleagues, publish high-impact papers, collaborates with colleagues locally and globally, and develop skills, knowledge, and attributes in the next generation. He is passionate about improving the quality of organizational performance, and governance, particularly in emerging countries.



## Session 4: Dr. Samar Rahi



Dr. Samar Rahi is an Assistant Professor of Marketing at Hailey College of Banking and Finance, University of the Punjab, Lahore, Pakistan. He holds a Ph.D. in Marketing from Universiti Sultan Zainal Abidin (UniSZA), Malaysia. He has worked with top-notch travel tech joint like Saffr A/S, Amadeus and Galileo. His current research interests include e-government, health information system, information management, business intelligence, ecommerce, digital innovation and technology adoption. His research projects include study of e-health services, e-government adoption, travelling constraints, brand love, voice banking, and e-service quality.

Day -2  
23<sup>rd</sup> November 2021

## Session 1: Dr Muhammad Naveed



Dr. Muhammad Naveed earned PhD in Management (specialization in Finance) from University Technology Malaysia (UTM) with seminal recognition as one of the world's leading experts on dynamic financial and investment modeling, financial adjustment frameworks and nested testing applications. Prior to PhD, he had been working as Manager (R&D) Higher Education Commission, Pakistan. He is HEC Approved PhD Supervisor and currently working as Associate Professor (Finance), Faculty of Management Sciences, SZABIST, Islamabad. His influencing and prize-winning research focuses on strands of dynamic financial & investment modeling, customized model selection, sensitivity framework, dynamic and static financial practices, advanced financial applications, and financial markets. Recently, his Customized Stock Return Model been awarded with "Outstanding Research Award" by Institute of Business and Finance Research (IBFR), USA which is also recognized by HEC, Pakistan. Moreover, he has seminal research publications in ISI and SCOPUS Indexed Journals of high ranking. His teaching and research excellence contributes towards social, economic and financial development, and to uplift action-based research strands to increase share in knowledge economy. His broad research areas include corporate finance and empirical analysis, investment & financial models and economic sensitivity, corporate governance practices, nested testing procedures and sectors' significance, quality of financial reporting, dynamic and sensitivity financial modeling, and advanced financial applications.

## Session 2: Dr Sadia Farooq



Dr. Sadia Farooq earned her Ph.D degree in Finance from University of Warwick, UK. She is working currently as an Assistant Professor at Hailey College of Commerce, University of the Punjab, Pakistan; She has more than twenty years of teaching experience with active involvement in research and administrative work. As an educationist and researcher, she is committed to two major philosophies. One is that of rational perspective of learning, where research and logic are used to validate, recreate, and extend knowledge. She has laid foundation of research culture at Hailey College of Commerce by inaugurating and organizing international research conferences, seminars, software trainings and various workshops. She intends to make a difference by facilitating young researchers in their quest to unveil new paradigms on theory, evidence, and practice. Her second philosophy is related to the endless potential of human race for growth. Her role as a frontline instructor gives her ample opportunities to ensure that in addition to imparting technical course-based knowledge, She also offer encouragement and guidance which can facilitate her students in becoming self-motivated learners and better human beings.

### Session 3: Dr Shazia Hassan

An accomplished Management & HR Expert with twenty years of experience that utilizes expertise in Research, Training Design & Delivery, Needs & Impact Assessment, Youth Leadership Development, Individual & Team Performance Management, and, Entrepreneurship and Consulting to translate challenges to opportunities and strategies into actions. She is presently serving as an Assistant Professor at Leadership and Management Studies Department of National Defence University. She has numerous publications at national and international journals. In addition to the above, she also serves as a reviewer for some of the leading National and International Management and Social Sciences journals. Her personal definition of the novelty of an idea always completes with a significant contribution to problems that we are facing in our personal, group and societal contexts.



### Session 4: Dr Sania Zahra Malik

Sania Zahra Malik is a PhD in Business Management from University of Glasgow, United Kingdom, which she completed under FDP scholarship from HEC. Previously, she obtained an MBA in Finance from IBA, University of the Punjab with distinction. She is currently working as Associate Professor at IBA, and has a teaching experience of more than 15 years to her credit. Currently, she is working as Director Business Incubation Centre, Associate Professor, IBA, University of the Punjab. As a researcher, she has published her work in various HEC recognized journals, and presented in leading conferences such as BAM and AOM. Moreover, 5 PhD students are currently enrolled under her supervision, out of which, 3 are HEC scholarship holders. Additionally, more than 50 Mphil or equivalent students have completed their thesis under her supervision. Her lectures on Training and Development Course for postgraduate level students, from the platform of Virtual University, are available on youtube as open-source course material and also telecasted all over the country and internationally as well. She has been part of various academic bodies, such as member, Faculty Board in Leads University and member, Board of Studies at IQTM, PU. She is also on the panel of external examiners for thesis evaluation in several institutions such as Virtual University, University of Central Punjab, Riphah International University, Leads University, Kinnaird College University, etc, and on the panel of reviewers for several HEC recognized local and international journals and conferences. Her areas of interest are Quantitative Research Methods, Critical Management Studies, Organizational Behavior, Organizational Psychology and Organization Theory. She has also conducted workshops on SPSS and EndNote at the institute. On the personal front, she is married and is a proud mother of two children.



Abstracts

Session 1: Impact of Covid-19 on the Business World



**International Conference**  
**Impact of Covid-19 on the Business World**



**Prof. Dr.**  
**Rana Muhammad Ayyub**  
Session Chair



**Dr. Shabana Naveed**  
Moderator



**NAHAN IQBAL**  
Coordinator

**PRESENTER 1**

**Paper Title:** Status of Agricultural Goods as affected by the farmers' Marketing practices and perception in Manukan, Zamboanga Del Norte, Philippines during the Covid-19 pandemic

**Authors:** Enrique E. Biñas Jr., Roberto F. Gumanas Jr.

**University:** College of Agriculture and Forestry, Jose Rizal Memorial State University-PHILIPPINES  
Tampilisan Campus, Katipunan Campus

**Email:** [enriquebinas@jrmsu.edu.ph](mailto:enriquebinas@jrmsu.edu.ph)

In this pandemic, however, the preference of consumers to agricultural products still depends also on the marketing strategies of the farmers-vendors that expectedly result in the marketing status of the said products. We assessed the status of agricultural goods in the Municipality of Manukan, Zamboanga del Norte, Philippines through a well-structured questionnaire. The respondents are 20% of the farmers-vendors in the Barangay Food Terminals of the said locality. The questionnaire contained important parts such as (1) respondents' profiles, (2) marketing practices of the respondents, (3) problems encountered, (4) government interventions, and (5) the general perception of the respondents. Most of the respondents are females (70%), and 45% are college degree holders and have 20 years in farming. They all make sure the palatability and healthiness of their products, thus they reached loyal customers (29%) and resellers (71%). The price of their products is affordable. They also supply sufficiently and some of them (10%) do promotional activities. 90% chose the BFT to be the venue for selling their products since it is accessible to the customers. 88% of the respondents declared that the consideration of the 4Ps in marketing is very effective. This resulted in most of them did not have encountered serious problems. Thus, they perceived that their agricultural goods are marketable and profitable.

The LGU supports the respondents by the means of maintaining orderliness in the BFTs. The respondents also received support from the Office of the Department of Agriculture in their LGU by benefiting them from the projects.

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**Keywords:** *Agricultural products; Farmers' Marketing practices; Marketability; Status of agricultural goods; 4Ps in marketing*

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**PRESENTER 2**

**Paper Title:** Consumer anger and consumer forgiveness through service recovery strategies in transportation sector: during Covid-19

**Authors:** Sabahat Gul

**University:** University of the Central Punjab, Lahore   **Email:** [Sabanoman4642@gmail.com](mailto:Sabanoman4642@gmail.com)

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The purpose of this study was to examine the effect of service failure severity and consumer anger towards consumer forgiveness and empirically examine the relationship of the effective recovery strategies, consumer forgiveness, and their outcome during the pandemic. Total data was collected from 250 commuters of organized bus services. The survey technique was used for data collection from the commuters of organized bus services. This study analyzed the data with Statistical Package for Social Science (SPSS) AMOS version 21. The findings revealed that service failure severity and consumer anger have significantly negative related to consumer forgiveness and apology as effective recovery strategy led more to consumer forgiveness. This research only focuses on one company as one of the limitations of this research that may influence the results presented in this study. The current study is limited to empirically test the direct relationship with consumer forgiveness. This research used non-probability sampling techniques, which cannot describe all the population in Lahore. Service failure severity reduces the willingness of forgiveness and service providers should check all factors that lead to the severity of services. Most importantly, the current study demonstrated that an effective recovery strategy requires the right recovery strategy which leads to consumer forgiveness.

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**Keywords:** *Service failure severity, consumer anger, service recovery strategies, consumer forgiveness, brand switching intention*

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**PRESENTER 3**

**Paper Title:** Pluralistic Ignorance and Workplace Flexibility in Business Organizations: A Qualitative Investigative Outlook (A Perspective of COID-19)

**Authors:** Dr. Muhammad Zia-ur-Rehman, Amir Abbas Turi

**University:** National Defence University   **Email:** [drziaofficial@gmail.com](mailto:drziaofficial@gmail.com); [abbas\\_turi@gmail.com](mailto:abbas_turi@gmail.com)

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The study investigates investor sentiment and herding behavior in Pakistani and Chinese stock markets. Daily data of 575 Pakistani companies listed at the Pakistan Stock Exchange and 2184 Chinese companies listed at Shenzhen Stock Exchange for the period 2005 to 2018 is used to examine the relationship between investor sentiment and herding behavior. Daily absolute cross-sectional dispersion and cross-sectional standard deviation are used as a proxy for herding behavior while investor sentiment is measured by performing Principal Component Analysis of five different proxies of investor sentiments. The results indicate that, in both markets, investor sentiment has a negative impact on herding behavior which means that herding increases in bearish market conditions. Interestingly, herding seems to be affected by cross country investor behavior as well. The study finds that bearish investor sentiment in China also increases herding in Pakistani markets and vice versa.

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**Keywords:** *standard deviation, herding*

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#### **PRESENTER 4**

**Paper Title:** Impact of Covid 19 on Destination Tourism and its resilience and recovery: A systematic literature review and future research directions

**Authors:** Dr. Alok Kumar, Dr. Rajat Gera

**University;** School of Commerce Jain (Deemed to-be University), India

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The purpose of this paper is to synthesize and categorize the findings of empirical research published in literature on the theme of impact of Covid on destination tourism and the recovery measures adopted by various stakeholders so that practitioners, policy makers and scholars can take appropriate measures and directions. Articles published in high quality peer-reviewed publications which were relevant to the study were the main criteria for inclusion in this study. The 35 empirical studies were categorized by two reviewers according to methodology of study. A scriptural narrative synthesis approach (Xiao, 2017) is used, which is centered on realist review methods (Popay et al. (2006) and Lucas et al. (2007) was employed to thematically categorize the findings of selected studies and make recommendations. On the demand side, consumption behaviors are likely to vary between different financial status groups, new and existing customers, and based on tourist's personality traits of levels of sensation seeking and high need for uniqueness. Destination imagery is key determinant of travel intentions which is shaped by tourists' perceptions of safety, health infrastructure, mass-tourism events, and other COVID-19-affected associations. Future studies can examine the short term and long term socio-cultural, psychological, and behavioral impact of the pandemic on tourist intentions, motivations and other outcomes in varied contexts by adopting multi-disciplinary and inter disciplinary perspective.

**Keywords:** *COVID-19, Destination, Recovery, Resilience, Tourism*

#### **PRESENTER 5:**

**Paper Title:** Pandemic and its impact on teaching & learning: A bibliometric study since 2002-2021

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The research related with pandemic and its impact on teaching and learning is having high growth these days but whatever research is available, all in the form of fragmented and interdisciplinary. The aim of this study is to conduct a bibliometric study on the title topic since 2002 until 15 April 2021 and cover a lengthy timeframe of 20 years. The study identifies the authors, universities, and countries that publish the most articles using the Scopus database. The study also analyzes the productivity based on citations and co-authorship of authors, countries, and organizations. Moreover, the study graphically maps the bibliographic data by using the visualization of similarities (VOS) viewer software. To do so, the work uses co-authorship analysis for authors, countries and organizations, and co-occurrence of author keywords. The study found total 1307 publications written by 4340 authors from 117 different countries with 3183 author keywords used. The results show the prominent role played by developed countries in number of publications and the institutes/universities belonging to them. The three highly occurred author keywords were covid-19, online learning and higher education. The USA and UK are the two highly productive countries based on number of publications and number of citations during these 20 years period.

**Keywords:** *Bibliometric study, authors productivity, co-authorship, co-occurrence,*

### **PRESENTER 6:**

**Paper Title:** Consumers' Motivation toward Purchase Intention on Online Product with Mediating Effect of Trust

**Authors:** Theresa Kula

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This study proposes a conceptual framework for determining the influences of consumers' motivation toward purchase intention on online product in Brunei Darussalam. This study argues that the driver of the motivation on consumer is yet to be fully identified due to lack of studies investigate carried out in the field of consumers' motivation and purchase intention toward actual purchase in online. Without knowing the factors that are encouraging intention to purchase online product, it's difficult to develop the specific influence as a separate phenomenon. Specifically, the main goal of this study is to explore how consumers' motivation can be affected by factors such as social media, online customer reviews, social influence, and website design/features during the pandemic of Covid-19. Therefore, this study analyses the Uses and Gratifications Theory and Theory of Trust, to develop the understanding of consumers' motivation and purchase intention on online product. This is to examine whether the consumers' motivation have relationship between purchase intention and trust as a mediator as well. The data is analyzed by quantitative method with an expected sample of 300 participants in Brunei Darussalam in order to test the effect of variables. The targeted participants are the consumers or online shoppers in Brunei by distributing questionnaire survey through online via Google Forms or distributed manually by hand. This study could provide further insight for future researchers that they will benefit to study consumers' motivation for instance, in the e-commerce, which may assist business managers to advance their decision-making quality in developing markets during the Covid-19 pandemic. This study also may be valuable for online sellers during the pandemic of Covid-19, as it will aid them to attract consumers, enable to better form their e-marketing strategies and helping to recognize their consumers' changing needs and lifestyles as well as to attract them regarding their online purchasing experience.

**Keywords:** *Motivation, purchase intention, trust, U&G theory*

### **PRESENTER 7**

**Paper Title:** Impact of Brand Image, Product Price and Word of Mouth Communication on Purchase Decision of Customers: A COVID-19 Perspective

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The current study has explored the role of brand image, product price, and Word of Mouth (WOM) communication in influencing the purchase decisions of the customers within the restaurant industry of Pakistan during the Covid-19 pandemic. In this regard, a qualitative research methodology has been followed and the technique of content analysis was utilized to analyze the secondary data related to the key variables of this research. Based on these analyses, relevant inferences have been provided for explaining the role that brand image, product price, and WOM communication might have played for the restaurant businesses in Pakistan to positively influence the purchase decisions of the customers and help these restaurants survive the challenges that they were compelled to face during the Covid-19 pandemic.

**Keywords:** *Brand Image, Word of Mouth (WOM) Communication, Product Price, Purchase Decision, Covid-19 Pandemic*

### **PRESENTER 8**

**Paper Title:** Telling the Authenticity's Story in Covid19: Dual Insight from Consumers and Sellers. An empirical study from Moroccan's terroir products.

**Authors:** Ouboutaib Fatima Ezzahra, Aitheda Abdellatif, Mekkaoui Soumiya

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Consumer research is challenging the 'new' normal behavior after Covid 19. Thus, the quest of authenticity has a significant impact on the postmodern society. This article aims to discuss different determinants of authenticity in post Covid 19. It focuses on a dual analysis from 15 consumers and 15 cooperatives. It has used a content analysis with Nvivo 12. Taken together, these views demonstrate a potential dialogue in order to dissipate divergences between consumers' determinants and cooperative practices. Findings argued that traditional attribute of terroir product is the key ingredient that generates consumer's perception of authenticity. We advise managers to emphasize the traditional aspect of their products. It stands still, since the world health crises of the 21st century, the health ally for consumers.

**Keywords:** *Authenticity, Consumer perception, terroir product, Nvivo 12*

### Session 2: Post Covid-19 world of online communities



## International Conference

## Post Covid-19 World of Online Communities



**Dr. Zainab Bibi**  
Session Chair



**Bilal Ilahi**  
Moderator



**Ms. Wajeelha**  
Coordinator

### **PRESENTER 1**

**Paper Title:** Sustainable procurement practices and organizational performance: A POST COVID-19 Investigation of Nigerian manufacturing firms.

**Authors:** Ahmad Sani Usman, Suleiman Usman, Muhammad Mohammed Bashir

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The COVID-19 pandemic has had and continues to have, a tremendous impact on our societies and economies. Individuals and organizations around the world are faced with the challenge of how to mobilize people to perform when they were coping with deaths or serious illness or with the challenges of working from home. Sustainable procurement is founded on the concept of sustainability, which is the idea of accomplishing long-

term organizational goals while keeping environmental, social, and economic consequences in balance. As a result, the primary goal of this study is to determine the impact of sustainable procurement strategies on corporate performance. In this study, cross-sectional research was used. Participants were chosen from the procurement, production, finance, and stores departments of Ibadan-based food enterprises. SEM-PLS was used to evaluate the data from 373 copies of the questionnaires. Sustainable procurement strategies such as local purchasing, eco-friendly packaging, and supplier involvement were found to be significantly and positively associated with organizational performance, according to the data analysis findings. As a result, the result recommends that businesses should explore sustainable procurement as a strategy for establishing a competitive edge and enhancing overall performance.

**Keywords:** *sustainable procurement practices, local purchasing, eco-friendly packaging, supplier involvement, and organizational performance.*

### **PRESENTER 2**

**Paper Title:** Technophobia, is it part of the problem or the solution? How students' technophobia impacts their technology acceptance in an online class.

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In 2019, COVID-19 caused a swift shift to online classes over a short period of time. This shift stirred up many issues with online classes research, an area that is already rich with conflicting findings. Previous studies argue that there are many areas that we do not fully understand in online classes research, and hence needed to be investigated. The current study argues that technophobia might be one of these areas; technophobia has always been associated with technology avoidance and that has had a catastrophic impact on students' performance in online classes. The current study examines the impact of technophobia on technology acceptance and the moderating influence of students' learning style and online class preference on that relationship. The findings of this study suggest that, with the right resource and support, technophobia would have a positive impact on the ease-of-use dimension of technology acceptance. In addition, learning style and online class preference might not be as good a fit as moderating variables in online environment. These findings can help universities and instructors to design classes that are better suited for an online student. More details are provided in the discussion, study implication and limitations of this paper.

**Keywords:** *Technophobia, online class, learning style, Covid-19, technology*

### **PRESENTER 3**

**Paper Title:** Challenges of Freelancers in Pakistan: Impact of COVID-19

**Authors:** Maheen Sajjad, Dr. Shabana Naveed

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This paper aims to find the challenges and issues faced by freelancers in Pakistan. It also attempts to identify the influencing factors towards the growing freelancing trend as well as the challenges a freelancer faces during the global pandemic such as COVID-19. The methodology used to gather data was interviews as this is explorative research and required qualitative data and in-depth opinions of the population. Study found various challenges including monetary issues, skills of the freelancers, changing market trends, and networking. In addition to this, the factors that influenced the growth of the freelancing community were flexibility of hours, artistic freedom, as well as freelancer's personal professional client base. COVID-19 has affected freelancing community in Pakistan with slowed down work, market saturation, and low budget of the client. This research has laid a foundation for much more analysis on the Pakistani freelancing community.

**Keywords:** *Freelancing; COVID-19; Pandemic; Challenges; Pakistan*

#### **PRESENTER 4**

**Paper Title:** Student satisfaction and academic performance during COVID-19: The role of learner characteristics and perceived learning

**Authors:** Saima Saleem, Asif Mahmood, Sameera Butt

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With the rapid spread of the Covid-19 pandemic around the globe in 2020, all governments proclaimed the closure of educational institutions in order to restrict the disease growth and transmission. As a consequence, institutions were compelled to provide online education options so that students may continue their studies uninterrupted. The unexpected, abrupt, and indefinite length of strategy created difficulties at all educational levels, particularly for students stressed by the rapid change, resulting in a drop in academic performance. As a result, it was essential to know the strategy to increase students' engagement and performance in online learning. The present research accomplished this objective by using four models: Task Technology Fit Model (TTF), the DeLone and McLean Model of Information Systems Success (DMISM), the Technology-to-Performance Chain model (TPC), and the Technology Acceptance Model (TAM) (TAM). The data for this research were gathered from 700 university students, 350 of whom attended the top ten private institutions in Punjab and 350 attended the top ten state universities in the province. AMOS was used to investigate the theoretical framework using structural equation modeling (SEM). The empirical findings indicate that learner characteristics positively influence performance through the mediating effects of user satisfaction and task technological fit. Additionally, learner characteristics were shown to have a considerable favorable effect on students' academic performance through the mediating effect of user satisfaction and actual system utilization. Similarly, perceived learning performed as a moderating factor in the link between learner characteristics and user satisfaction. Toward the conclusion, the presumptive practical and theoretical conclusions were examined.

**Keywords:** *Task Technology Fit Model, DeLone and McLean Model of Information Systems Success, COVID-19, Students' Learning.*

#### **PRESENTER 5**

**Paper Title:** The psychological impact of COVID 19 epidemic on University students of Lahore Pakistan with the mediation of online student engagement.

**Authors:** Aftab Shaukat, Dr. Rab Nawaz Lohdi

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The viral disease once started in China, spread across the world created havoc in the beginning of year 2020. This disease came not only with the danger of death but with an impact on people psychologically. This study takes step to examine the impact of covid 19 on anxiety level of undergraduate students in Universities in Lahore Pakistan with the mediation of online student engagement in online classes. The literature support is found out to make the case. The research fulfils its objectives which is to suggest authorities in Pakistan regarding how to deal with students in disastrous situations and how to give support to them to avoid their anxiety levels. The research methodology is quantitative. It is cross sectional research whose data will be analyzed with help of tools like SPSS and Hayes' process. The study ends with implications and conclusion.

**Keywords:** *Covid 19, Online student engagement, Anxiety levels*

### **PRESENTER 6**

**Paper Title:** IT resources, supply chain integration, and operational performance: An empirical study on Post Covid 19 era in Pakistan

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Purpose Based on Resource-based View (RBV) and Resource Orchestration Theory, this study aims to analyze the effect of IT resources (i.e., information technology (IT) and cloud computing), supply chain integration (i.e. information and process integration) on operational performance (i.e. delivery and flexibility performance) of firms in Pakistan post covid era. We adopt the PLS-based structural equation modeling (SEM) approach to test the proposed model. Survey data were collected from a selected sample of 300 firms of food and restaurant sector in Pakistan to test proposed hypotheses. The results show that IT capabilities and cloud computing have significant positive effects on information and process integration, while information integration has a significant direct effect on delivery performance but an insignificant direct effect on flexibility performance. Furthermore, process integration mediates the effect of information integration on delivery performance. Food and hospitality supply chains have agile demands in consumption-oriented countries. The recent advancement of IT and cloud computing play key roles in integrating firms' operations internally and externally. The research has significance for retail managers, supply chain planners and other service supply chain managers to understand the role of IT capability and cloud computing in optimizing supply chain integration, which leads to better operational performance.

**Keywords:** *Supply chain integration, Operational performance, IT capabilities, Cloud computing.*

### **PRESENTER 7**

**Paper Title:** Examining the Impact of the COVID-19 Pandemic on the E-commerce Market

**Authors:** Francisco Javier Blanco-Encomienda, Elena Rosillo-Díaz, Hanaa Es Sebyhy-Azhir

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Consumer research is challenging the 'new' normal behavior after Covid 19. Thus, the quest of authenticity has a significant impact on the postmodern society. This article aims to discuss different determinants of authenticity in post Covid 19. It focuses on a dual analysis from 15 consumers and 15 cooperatives. It has used a content analysis with Nvivo 12. Taken together, these views demonstrate a potential dialogue in order to dissipate divergences between consumers' determinants and cooperative practices. Findings argued that traditional attribute of terroir product is the key ingredient that generates consumer's perception of authenticity. We advise managers to emphasize the traditional aspect of their products. It stands still, since the world health crises of the 21st century, the health ally for consumers.

**Keywords:** *Authenticity, Consumer perception, terroir product, Nvivo 12*



## International Conference Governance and Regulation Issues of Work during the Covid-19 Pandemic



**Dr. Danish**  
Session Chair



**Mr. Talha Zubair**  
Moderator



**Ms Haziqah Noor Ul Islam**  
Coordinator

### PRESENTER 1

**Paper Title:** Green marketing approaches in the COVID-19 pandemic: green brand image and customer beliefs towards the environment drive green purchase intentions

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Today consumers recognize businesses not merely as profit generators, but also as institutions concerned with social challenges. As a result, businesses have started prioritizing ‘sustainability as a key business objective by employing green marketing approaches to encourage customers to buy green products, especially during the COVID-19 pandemic. Therefore, based on 450 survey responses, this study examines a model linking green marketing approaches i.e., eco-labeling, green packaging and branding, and green product, premium, and pricing with green purchase intentions. It also investigates the mediating effect of green brand image and customer beliefs towards the environment on marketing approaches-green purchase intentions relationship. Structural Equation Modeling (SEM) is used to verify this study’s framework. This study applied a quantitative research approach and used a structured questionnaire to test the hypotheses and to reveal the practical and theoretical implications. The findings of this study show that green marketing approaches have a positive and significant impact on consumers’ green purchase intentions. Path coefficients approach revealed that green brand image and customers' beliefs towards the environment significantly mediate the relationship between green marketing approaches and green purchase intentions. This study is providing insight to domestic as well as international firms and policymakers on how to increase the consumer’s green purchase intentions. Significant findings of this research help to promote positive behavior in society towards green marketing.

**Keywords:** *Eco-labelling, green branding, green purchase intentions, green brand image, green marketing, green price.*

### **PRESENTER 2**

**Paper Title:** Age and Influence Tactics: A Life-Stage Development Theory Perspective (Comprehending the Phenomenon during stressful situations like COVID-19)

**Authors:** Dr. Muhammad Zia-ur-Rehman , Nazia Hayat Gondal

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COVID-19 has disrupted the normal life style and its spillover effect negatively influenced the situation of contemporary business world. A new normal has emerged. This article provides a life-stage development theory perspective that is used to examine the relationship between age and the motivation to use influence tactics in work organizations. It examines how life-stage development sometimes encourages, and at other times discourages, the propensity to use influence tactics in a workplace especially COVID-19 perspective. Thus, this article examines the quantitative, more versus less, use of influence tactics, rather than looking at specific tactics used as one grows older. Also, the work setting is extended to include both traditional organizations and distributed work environments. Research propositions, implications for practice and directions for future work are also discussed.

**Keywords:** *Distributed work; Influence tactics; Life-stage development theory.*

### **PRESENTER 3**

**Paper Title:** An Analysis of Employee Motivation in the Service Industry during a Global Health Pandemic

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The purpose of the study was to identify the factors that motivate employees in the service industry and the employees' level of motivation during a global health pandemic. Quantitative descriptive method was used to get the data on employee's level of motivation and factors that motivate employees. Online survey questionnaire was utilized to collect data from random employees from the hospitality and tourism sector working in food and beverage establishment, accommodation business, transportation sector and leisure company during the new normal. The results showed that promotion, growth and working conditions are influential and effective motivating factors for the service industry employees alongside the many opportunities to learn as the major key indicator. In addition, the research findings revealed that employee's overall motivation in the service industry during a global health pandemic is high. Thus, it is crucial that organizations should have appropriate knowledge about their respective employee's motivating factors during this pandemic in order to improve and sustain this high motivational level and organizational performance. The result of the study can be use as guide when formulating motivational strategies for the service industry.

**Keywords:** *employee motivation; motivational factor; service industry*

### **PRESENTER 4**

**Paper Title:** Work-Family Balance Towards Life Satisfaction: A Study among Bangladeshi Working Adults in The Covid-19 Context.

**Authors:** Hridoy Saha, M. Monzer Rahaman, Hamrila Abdul Latif

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The permeable boundary between individuals' work and family domains can interface with each other and generate positive or negative consequences in their personal life. The study aimed to analyze the relationships between work and family domains with one's life satisfaction amid the ongoing Covid-19 pandemic. The

analysis was based on the responses of working adults from Bangladesh through an online survey. The outcomes suggested that a supportive work-home culture can enhance positive spillover from both the domains and help individuals maintain balanced work-family roles and thus attain life satisfaction.

**Keywords:** *Work domain, family domain, spillover, life satisfaction, work-life balance, work-family conflict, Covid-19*

#### **PRESENTER 5**

**Paper Title:** **Understanding the mechanisms of work-family conflicts; the role of covid-19 fear and stress in service sector of Pakistan**

**Authors:** Muhammad Usman Mumtaz, Dr. Shabana Naveed, Dr. Rab Nawaz Lodhi

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This study attempts to explain the relationship of COVID Fear and Covid stress with respect to work family of family work conflicts. The study also investigates the moderation role of religiosity. Data was collected from 401 survey responses from doctors and university teachers. SEM was applied using Smart PLS. Positive relationship between COVID fear and COVID stress was proved. Also, Religiosity was proven to negatively moderate COVID fear. Further, COVID stress and social distancing mediate was verified between COVID fear and work family conflicts. This study helps the stakeholders understanding the role of religiosity of the service industry specifically the teachers and medical doctors. This study also emphasizes linking the stress and fear of the pandemic with the tendency of conflict engagement. The findings of the study reflect the enhanced tendency of conflict engagement in the academicians and medical doctors under stress and fear of the Covid 19. The institutions must provide proper facilitation as well as provide administrative support in order to reduce the pandemic stress in the office by applying effective precautionary measure in the premises. In addition, the religiosity of the employee must also be one of the parameters of the recruitment criteria in the mentioned service industries

**Keywords:** *COVID fear; COVID stress, social distancing, religiosity, work-family conflict, COR theory.*

#### **PRESENTER 6**

**Paper Title:** Investigation of The Effect of The Pandemic on Turkish Airlines with Data Envelopment Analysis

**Authors:** Temel Caner Ustaömer, Murat Kemal Keleş, Aşkın Özdağoğlu

**University;** Istanbul Medeniyet University, Department of Aviation Management, Istanbul-Turkey, Isparta University of Applied Sciences, Keçiborlu Vocational School, Department of Transportation Services, Isparta-Turkey, Faculty of Economics and Administrative Sciences, Department of Business, İzmir-Turkey, Dokuz Eylül University

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Low profitability, high costs, and high fluctuations in demand lead to airlines to review their operational and financial performance to sustain their operations and to increase their market share. The Covid-19 pandemic has negatively affected the airline industry. The aim of this study is to determine the impact of the pandemic on the efficiency of Turkish Airlines using Data Envelopment Analysis (DEA). In this context, “fuel cost”, “available seat kilometre”, “number of aircraft” and “number of employees” were used as input, and “number of passengers” and “revenue passenger kilometre” were used as output. Results reveal that the efficiency value of Turkish Airlines has decreased compared to values before the pandemic.

**Keywords:** *Turkish airlines, data envelopment analysis, linear programming*

### **PRESENTER 7**

**Paper Title:** COVID-19 perception and psychological distress among university students

**Authors:** Mehmet Bahri Saydam, Kaveh Jafari

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Consumer research is challenging the 'new' normal behavior after Covid 19. Thus, the quest of authenticity has a significant impact on the postmodern society. This article aims to discuss different determinants of authenticity in post Covid 19. It focuses on a dual analysis from 15 consumers and 15 cooperatives. It has used a content analysis with Nvivo 12. Taken together, these views demonstrate a potential dialogue in order to dissipate divergences between consumers' determinants and cooperative practices. Findings argued that traditional attribute of terroir product is the key ingredient that generates consumer's perception of authenticity. We advise managers to emphasize the traditional aspect of their products. It stands still, since the world health crises of the 21st century, the health ally for consumers.

**Keywords:** *Authenticity, Consumer perception, terroir product, Nvivo 12*

### Session 4: Leadership, innovation, decision- making and change management



## International Conference

### Leadership, Innovation, Decision Making, and Change Management



**Dr. Samar Rahi**  
Session Chair



**Ms. Amina Rizwan**  
Moderator



**Ms. Mahnoor Farrukh**  
Coordinator

### **PRESENTER 1**

**Paper Title:** Impact of big data investment on customer experience. The role of marketing affordances and service innovation.

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The purpose of this study was to quantify how investment in big data by airline companies can lead to marketing affordances which shall help such companies in service innovation and ultimately bringing a better customer experience. Service innovation was moderated by the data-driven culture of such firms. This paper conducted their study on the airline sector, geographically dispersed in Pakistan. The author used a questionnaire survey for more than 100 managerial employees of airline companies. Since the population was unknown, the author applied the Tabachnik Technique for selecting the sample size. Data was gathered one

time, analysis was made via SPSS and PLS-SEM. It was sought that the three heads of marketing affordance (customer behavior pattern spotting, real-time marker responsiveness, and data-driven market ambidexterity) have a positive impact on the service innovation. Whereas, Big Data Investments (BDI) helps in observing the customer behavior pattern spotting only. From the quantitative analysis, it is proposed that big data investment, not always give rise to possible future action plans for companies. There are many other factors responsible for service innovation and making a customer experience commendable.

**Keywords:** *Big Data, Marketing Management, Marketing Strategy, Affordances, Customer Experience, Service Innovation*

### **PRESENTER 2**

**Paper Title:** Social Resistance in Medium-Level Cities

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The Covid 19 epidemic, the most recent epidemic in the world, has questioned the health policies of the whole world; It has been revealed that the only condition for the health systems to stand up against such a sudden and all-out attack depends on the social behavior change of the people. In other words, it has been experienced that in the face of this epidemic, the health system cannot be carried out only on the axis of medicine and treatment, and the social behavior system itself is a direct part of the health system. Therefore, health sciences should be considered together with social sciences as never before. While the process of combating the pandemic has affected all public services, it has brought local problems to the fore, especially at the urban level. The fact that the process is related to almost every dimension of human existence from global environmental problems to population, nutrition and living habits has created a great discussion framework. Urbanites had to find all solutions and manage the process in the places where they lived, and city administrations in the cities whose borders were closed. This situation necessitated to consider the country/city/town/housing scales in order to be “resilient” against the epidemic and to consider measures to eliminate the weakening features by developing aspects that will strengthen the resistance. In this study, whether Çankırı province, which has a medium population structure of Turkey, can benefit from this feature as an advantage during the pandemic process; The features of resilience in terms of other factors and which policies should be followed in order to develop social resilience after the lessons learned during the pandemic are discussed.

**Keywords:** *Resilient city, epidemic, health.*

### **PRESENTER 3**

**Paper Title:** Subnational Determinants of Foreign Subsidiary Resilience Activities

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Resilience is one of the most relevant aspects of business today. Taking action for resilience requires new ideas, that embraces uncertainty and interdependence, and that consider adaptations for absorbing environmental pressures and responsiveness to unidentified risks. The present study explores resilience actions taken by foreign subsidiaries in the United States. Analysis focuses on firms’ activities across states, and, in particular, actions that are oriented towards resilience. Parent company scale and performance, as well as market size, labor availability and presence of foreign firms at the state level are investigated in their power

to discriminate between resilience activities and non-resilience actions. The results show the relative importance of overall parent performance in determining subsidiary's resilience actions at a particular subnational location. Conclusions are also drawn for the extent to which local market size and availability of labor determine resilience business activities

**Keywords:** *resilience, subnational, foreign subsidiary*

**PRESENTER 4**

**Paper Title:** IT, Decision-Making and Leadership: challenges for IT Governance in the Covid-19 era

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In the digital era, companies have no choice but to move further in the journey of digital transformation; a revolution with promising benefits and competitive advantages. However, as advantages ensue, so do threats and challenges: Cyber security, Data management, compliance, regulations... just to name a few. On the top list of the most important IT issues all organizations face we find "alignment of IT with the business strategy". A company can make significant IT investments only for these investments to fail and threaten the company's growth. IT governance focuses on how to align Information Technology with the organization's goals and strategy so that the organization can realize the expected payoff and avoid such downfalls. However, when intending to implement a sound IT Governance framework, many challenges surface the need for the right people in the right place for the right decisions, the importance of engagement and commitment, the absence of a "standardized" approach, to mention a few. Moreover, following the Covid-19 crisis, many lessons and additional challenges for ITG have come to light. This paper aims to provide a clear understanding of the importance of IT governance, the different processes and structures that need to be implemented, and the challenges that need to be overcome for the organization to be able to deliver value from its IS/IT investments.

**Keywords:** *IT– IT Governance– IT Governance Framework – Covid-19- Decision making.*

**PRESENTER 5**

**Paper Title:** Turn over a new leaf: Examining the influence of Covid-19 on Millennial Consumer Behavior.

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**Purpose** – This paper aims to examine the influence of Covid-19 on Millennial Consumer behavior dimensions towards Online Shopping in Pakistan. The outbreak of Covid -19 completely changed buying trends and preferences. This research shows how conveniently the Millennials have utilized online platforms to purchase goods and services during the hard times of coronavirus as they are most exposed to

**Design/methodology/approach-** In this Qualitative Research Yin Case Study design was used to conduct the study. After conducting the in-depth interviews, the thematic analysis steps ( Braun and Clarke ) were applied. For the thematic analysis, NVivo Software was used. **Findings**– Dimensions of the Consumer behavior towards Online shopping were analyzed. Consumer buying behavior due to Covid-19 was changed. They had a good experience with Online shopping in this pandemic. Online shopping due to Covid-19 was increased. Their buying decision was also studied. This study also finds out the consumption behavior of the millennial consumer. The attributes which influence them to do Online shopping, their analysis after the product purchase, and delay in the purchase were examined. There was also a change in consumer disposal behavior due to covid-19. **Practical implications**– This study contributes to online shopping platforms to see the trend of millennial consumers towards online shopping in the situation of this disease. To see the change in consumer behavior through online shopping in lockdowns instead of traditional shopping or visiting markets physically. This change influences the shopkeepers or brands to shift their products to online platforms.

Originality/value– This study contributes to the finding of millennial consumer behavior in this worst pandemic of Covid-19. Online shopping is the best platform to save consumers from Covid-19 by reducing traditional modes of shopping. E-commerce has become a secure and safest substitute for buying goods by the consumers during the pandemic by providing the consumers with the goods alongside health and surety of safety.

**Keywords:** *Consumption behavior, Technology, Coronavirus, Buying trends, Online platforms, Consumer Behavior, Online shopping, Disposal behavior*

#### **PRESENTER 6**

**Paper Title:** Impact of Transformational Leadership on E-Business Adoption through Organizational Learning and Knowledge Management: Evidence from Hospitality Industry of Pakistan under Covid-19 Era.

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The present study was conducted for the basic purpose of checking and measuring the tendency of transformational leadership's influence on E-business adoption, along with mediating role of knowledge management and organizational learning, whereas management support was tested as a moderator. For the sake of the model evaluation, quantitative research was adopted and a pre-structured questionnaire was used for response collection from the 384 managers of the 3 and 4-star hotels of Pakistan. Collected data were analyzed with Smart PLS 3 software by applying the partial least square based structural equation modeling (PLS-SEM) technique for testing the measurement models and the proposed hypotheses of the present research. Various tests e.g., average variance extracted (AVE), Fornel Larker, factor loading ( $\lambda$ ), cross-loading, Cronbach's alpha ( $\alpha$ ), and composite reliability were applied for evaluating the discriminant and convergent validity along with the reliability of different criteria to measure internal consistency. The study found that transformation leadership has a positive impact on knowledge management and organizational learning, and subsequently, knowledge management and organizational learning have a positive and significant impact on the adoption of e-business adoption. The study also uncovered the existence of the role of knowledge management and organizational learning as significant mediators between transformation leadership and the adoption of e-business. The analytical results also presented that management support has a positive impact on (1) the relationships between transformational leadership and e-business adoption, (2) the relationships between knowledge management and e-business adoption, and (3) the relationships between organizational learning and e-business adoption. Base on the empirical findings, the study concludes that e-business adoption requires effective transformational leadership grounded in knowledge creation and sharing, organizational learning, and management support. This study is beneficial not only for the hospitality industry rather it will help other service industries too.

**Keywords:** *Transformational Leadership, Organizational Learning, Knowledge Management.*

#### **PRESENTER 7**

**Paper Title:** The Impact of Human Resource Management Information System (HRMIS) Implementations on Organizational Performance and Mediating role of Efficiency and Effectiveness during the COVID-19

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Information Technology has been advancing at an ever-increasing rate since the computer revolution of the previous century. Organizations have also benefitted from these advancements. The modern world has witnessed an irrevocable improvement in the way organizations manage their affairs. The current pandemic

will introduce many novel policies, adaptations, innovations, and procedures by innovative human resource (HR) creativity. In particular, information technology (IT) implementation is a field that needs more significant focus and a wider range of creative interventions. Human Resource Management (HRM) is one of these affairs and a primary requisite for the efficient working of an organization. The integration of human resource management and information technology or the advent of the Human Resource Information System (HRMIS) has revolutionized the way organizations manage their HRM tasks. This study aims at a detailed analysis of the implementation of HRMIS in the Federal Government Educational Institutions Ministry of Defense, Pakistan during a pandemic situation of COVID-19. It inquires whether the influence of HRMIS has been positive or not so that a roadmap can be delineated for the large-scale implementation of HRMIS in Pakistan. The nature and method of the study are that of a descriptive survey through a questionnaire given to a random, inclusive, and diverse sample of respondents. The questionnaire is designed to quantify, in terms of statistics, the organizational performance of the Federal Government Educational Institutions Ministry of Defense, Pakistan during a pandemic situation of COVID-19, after the implementation of HRMIS with mediating effect of efficiency and effectiveness. The results show that there has been a positive impact of the implementation of HRMIS at the Federal Government Educational Institutions Ministry of Defense, Pakistan during a pandemic situation of COVID-19. The inferences from these results are promising and hint that widespread application of improved HRMIS in organizations all over Pakistan especially in the education sector of rural and urban areas would lead to a progressive and technologically advanced state.

**Keywords:** *Information Technology (IT), Human Resource Management Information System (HRMIS), Organizational Performance, Efficiency, Effectiveness, COVID-19*

#### **PRESENTER 8**

**Paper Title:** Effect of inclusive leadership on employee innovative behavior through employee engagement and perceived organizational support: Evidence from hospitality industry of Pakistan under Covid-19 ear.

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Innovative work behavior is an emerging trend that is now being considered as a tool for better results by leaders. Innovative behavior is not just limited to research and development rather it is now being adopted by employers on an organizational level too. The purpose of this study is to evaluate the influence of inclusive leadership style on employees' innovative work behavior directly, by mediating roles of Employee Engagement, Perceived Organizational Support, and through moderating the role of Self-efficacy as recommended by the recent literature. For the sake of the model evaluation, quantitative research is adopted and structured questionnaires were used for response collection from employees of the hospitality industry of Pakistan. Unit of analysis were front-line managerial level employees of 241 three- and four-star hotels. Partial Least Square Structural Equation Modeling (PLS-SEM) technique was applied for testing the study hypotheses and assessing discriminant, convergent and internal reliability of the variables through Smart PLS 3 software. The results indicated that Employee Engagement and Perceived Organizational Support positively mediate the employees' innovative behavior. Similarly, the moderating role of self-efficacy has a positive impact on the relationships of Inclusive Leadership and Innovative Behavior, and Employee Engagement and Innovative Behavior. Thus, these findings suggest that inclusive leaders can enhance employee innovative behavior by using these constructs. This study is beneficial not only for the hospitality industry rather it will help other service industries too.

**Keywords:** *Inclusive Leadership, Employee Engagement, Innovative Behavior, Self-efficacy*



## International Conference Human Resource Management in Post Covid-19 World



**Dr. Muhammad Naveed**  
Session Chair



**Mr. Basharatullah Malik**  
Moderator



**Noor-ul-Ain Saleem**  
Coordinator

### PRESENTER 1

**Paper Title:** Implement of cloud computing in hotel services enhancement in post-pandemic: Smart technology in hospitality

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Technological advancement in the hospitality industry is being subjected and cloud computing technology is a very fundamental part of the development, especially in the post-pandemic period. The adoption of cloud computing technology in the hospitality industry to react to the challenges after the COVID-19 pandemic as data transformation, stored, grouped, and accessed. This study investigates the use of cloud computing technology in the hospitality industry and summarized the positivity and experiments in administration and operation levels. The study was relatively considered in reference, according to the literature perspective. Additionally, cloud technology suppliers and receivers of cloud-oriented services in hotel strategic design, investment, and management have been shown as a recommendation.

**Keywords:** *Cloud computing, technological advancements, hotel services, post-pandemic*

### PRESENTER 2

**Paper Title:** Human Resource Management Practices Amidst COVID-19

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The augmented prevalence of COVID-19 has had severe implications on the well-being of most organization and professionals most importantly within the field of human resource management and promoting. This study targeted on establishing the impact of COVID-19 on totally different human resource practices and future

marketing. It had been established that the dynamics of labor have greatly modified from the standard way of engaging from the organization's premises to operating remotely at home. Consequently, marketing has additionally shifted to different on-line platforms since physical contact with customers is presently prohibited to keep up social distancing a way of preventing corona virus. These changes have been related to totally different negative implications and a few positives as some professionals realize it additional versatile and convenient to figure remotely. To manage the present dynamic times, a corporation should modify and adapt to the new rising technologies of operating remotely and consequently implement strategic policies and procedures towards maintaining a gentle flow.

**Keywords:** *Human Resource Management, Practices, COVID-19*

**PRESENTER 3**

**Paper Title:** Human Resource Development in the Post Covid-19 Era and Role of Job Satisfaction in the Project Success

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The most precious resource of any project is its human capital due to covid-19 human resources were badly disrupted that ultimately resulting in the cost and time overrun in the projects. The success of the project highly depends on the development of its human resources. It has been found that in Pakistan around 70% of public and private projects go overrun in terms of either cost and/or time. While around 98% of public sector construction projects did not complete successfully. After an extensive literature review, it has been observed that there is a severe need to research the role of human development and job satisfaction in the success of the projects. The main purpose of this study is to find the role of human resource development (HRD) in the success of the project while considering job satisfaction as a mediator. This is a quantitative study and data were collected from 230 project-based organizations from Pakistan. After initial screening and cleaning, the data were analyzed using regression analysis through SPSS. The findings suggested that HRD is positively associated with project success and job satisfaction mediates the positive relationship between human resource development and project success. Thus, it can be concluded that HRD is essential for the success of the project but it is not valid until employees are satisfied with their job. This study will help the managers of the projects to understand that without job satisfaction the training and development of the employees are in vain.

**Keywords:** *Human Resource Development; Job Satisfaction; Project success*

**PRESENTER 4**

**Paper Title:** HR Professionals' Competencies and Effectiveness in Telecom organizations of Pakistan: A Post Covid Analysis

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The aim of this empirical paper is to test the effect of human resource (HR) professionals' competencies on HR professionals' effectiveness in the telecom sector of Pakistan. HR professionals' competencies (Credible Activist, Culture and Change Steward, Talent Manager/organizational designer, Business Ally, Strategy Architect and Operational Executor) on HR professionals' effectiveness were examined. The study also examined relationship between HR professionals' competencies with HR professionals' effectiveness in the telecom sector of Pakistan. The cross-sectional survey method was used to conduct the present study where the questionnaire was adapted from the past researches. This is explored through correlation and regression

analysis that HR professionals' competencies had a positive and significant relationship with HR professionals' effectiveness. The results reveal that HR professionals of Telecom organizations of Pakistan need to improve their effectiveness through their competencies. This is the first study of its nature which demonstrates the relationship of HR professionals' competencies with their Effectiveness in Telecom sector of Pakistan. This study attempts to guide the HR professionals that which competency is more effective for them.

**Keywords:** *Effectiveness, Competencies, Telecom Sector, HR Professionals.*

**PRESENTER 5**

**Paper Title:** High-Performance Work System (HPWS) as a function of Teachers' Well-being during COVID-19 with the mediating role of Work Engagement in Higher Education Institutions.

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**Purpose:** This study aims to investigate the impact of the High-Performance Work System (HPWS) on Teachers' Well-being during COVID-19 especially in the higher education institutions in South Punjab, Pakistan.

**Methodology:** The study undergoes a survey containing 30 items' scale with a 7.0-point Likert Scale ranging from '1' means "Strongly Disagree" to '7' means "Strongly Agree" comprising of three latent constructs of the study (HPWS, work engagement, and teachers' well-being). The study comprised of teachers and educationists of South Punjab, Pakistan working in any public or private institution. The study used Smart PLS for analysis (measurement and structural models) containing CFA and inter-construct correlation.

**Findings:** The major finding of the study is to implement the most effective HR practices which may enforce the teachers' well-being in the Higher Education Institutions in South Punjab, Pakistan. The study finds that there is a significant and positive relationship between HPWS and Teachers' Well-Being. Moreover, the study finds a strong, positive, and signification of mediation effect of Work Engagement within the relationship between HPWS and Teachers' Well-Being. The study finds that the institutions must possess effective HPWS within their institutions for building the engagement of the employees towards their job and responsibilities for improving Employees' Well-Being.

**Practical Implications:** The study may incorporate such managerial practices which may enhance the organizational objective achievement through their well-being and engagement. The situation due to COVID – 19 pandemics is highly sensitive and alarming especially for HRM and its practices as the managers are striving to prepare their workers for unique and novel changes in the environment due to this pandemic.

**Originality/Value:** The study is novel in the context of teachers' well-being with the effective implementation of HPWS within the educational institutions in South Punjab, Pakistan. The study not only affirms the previous literature but also lays down the foundation for future research in the domain of teachers' well-being.

**Keywords:** *High-Performance Work System (HPWS), Teachers' Well-being, Work Engagement, Social Exchange Theory, Employee Performance, and Higher Education Institutions.*

### **PRESENTER 6**

**Paper Title:** Employee Green Innovative Behavior in Hotel Industry in Pakistan

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With the contemporary complex and uncertain business environment combined with environmental challenges, employees' green innovative behavior (GIB) is realized as a critical competency factor for organizations. The need for GIB is further enhanced during the COVID-19 pandemic where organizations developed innovative solutions to survive in uncertain situations such as lockdown and other constraints on economic activities. Based on the arguments from the theory of planned behavior this study aims to explain the role of Intrapreneurship and with the mediation of green innovative behavior and the moderation of ambidextrous leadership and moral reflectiveness on innovative performance. We collected data from 22 employees of 4 and 5 stars located in Lahore. For testing our hypothesis, we did the regression analysis using SPSS. The results showed that Intrapreneurship has a positive and significant impact on GIB and innovative performance. The moderation of moral reflectiveness and ambidextrous leadership was found significant. Theory and findings enlighten the innovative behavior of employees in the organization and contribute towards the literature of social responsibility and sustainability.

**Keywords:** *Green Innovative Behavior, Covid-19, Intrapreneurship, ambidextrous leadership, moral reflectiveness*

### **PRESENTER 7**

**Paper Title:** Proposing the Linkage Relationship of Leader-Member Exchange and Psychological Empowerment between Transformational Leadership and Innovative Work Behavior in Covid19 Era

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This is a conceptual study where we are proposing the linkage relationship of Leader-Member Exchange and Psychological Empowerment between Transformational Leadership and Innovative Work Behavior in the Covid19 Era. We are proposing a theoretical framework that will be tested in the hotel industry of Pakistan to examine the various relationship based on the theoretical support of the literature. We are proposing a sampling size of 384 in our study. The data will be gathered through a field survey with the help of a structured questionnaire to be distributed in the various hotels in Pakistan. We are proposing partial least square based structural equation modeling (PLS-SEM) with the help of Smart PLS software for testing the validity and reliability of the measurement models and testing the hypothesis of the study in the relationship model. We are expecting wonderful findings after testing the proposed model of the study to improve the innovative work behavior of employees in the hotel industry of Pakistan through different strategies particularly in the Covid19 era.

**Keywords:** *Leadership, Innovation, empowerment, knowledge sharing behavior*



## International Conference Effect of Pandemic on International Trade in the Emerging Markets



**Dr. Sadia Farooq**  
Session Chair



**Mr. Salman Ahmed**  
Moderator



**Faiza Akhtar**  
Coordinator

### PRESENTER 1

**Paper Title:** Efficiency and the Effectiveness of the Hotels in Covid-19 Period: Evidence from Cappadocia in Turkey

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Efficiency measurement and evaluation are the key factors for corporate sustainability. The hospitality and tourism sector has many dimensions and each dimension have the potential to affect hotel performance. In this study, the efficiency of 88 hotels from Cappadocia is measured in terms of classical efficiency and effectiveness considering nine inputs and outputs in the Covid-19 period. Input-oriented Data Envelopment analysis is used to expose CRS, VRS, and scale efficiencies of facilities. Results show that a higher scale means lower classical efficiency. In addition, REVPAR is one of the main reasons for inefficiency. In terms of effectiveness, it is obtained that a higher level of working with travel agencies affects effectiveness negatively.

**Keywords:** *Efficiency measurement, Hospitality, Cappadocia*

### PRESENTER 2

**Paper Title:** An empirical study about the impact of COVID-19 on Quality on Life

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The COVID-19 is a pandemic that spread from China to the entire world and it severely impacted the quality of life of individuals having physical, social, and psychological effects. The objective of this study is to investigate the impact of the COVID-19 pandemic on the quality of life of individuals in Pakistan. Social media is conveying information to people regarding COVID-19, and this study will explore its role as a moderator. An online survey was distributed to 1300 people in all cities of Pakistan. Data were subjected to exploratory factor analysis using SPSS. The developed scale comprised of four variables (PE) Psychological effect, (PhyE) Physical Effect, (SE) social Effect, and (SM) social media. After the EFA, data is examined using confirmatory factor analysis (CFA) and structural equation modeling using Smart PLS. The measurement model and path model were tested. This study revealed a positive relationship among Psychological, physical, and social effects of COVID-19 and Quality of life. And social media is moderating

the relationship between psychological effects and quality of life. Finally, this paper discusses some managerial and practical implications and directions for future research.

**Keywords:** *COVID-19, Psychological effect, Physical Effect, social Effect, social media*

**PRESENTER 3**

**Paper Title:** Impact of the Covid-19 on Stock Market Performance and Volatility: Evidence from PSX

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The covid-19 pandemic has become a major event of this century. It has brought dramatic changes in economic and social activities. Signaling theory and efficient market hypothesis suggest that investors are concerned about economic and social events. Therefore, stock market performance fluctuates during crises. The objective of the study is to explore the impact of Covid-19 daily cases in Pakistan on the PSX return and volatility by taking into consideration the moderating impact of the inflation rate and interest rate. To explore this impact, we used the secondary data provided by the WHO (World Health Organization) and PSX 100 index provided by the Pakistan stock exchange on their website for the period of 15th March 2020 to 31st March 2021. Interest rate and inflation data are collected from the website of the State bank of Pakistan and the Bureau of Statistics, Govt of Pakistan, respectively.

We used ARCH Model for analyzing the impact of Covid cases on return and volatility. Our results show that Pakistan Stock Exchange did not have any prominent effects of this crisis as there is no significant impact of Covid-19 daily cases on stock market return as well as on stock market volatility in the Pakistan stock exchange. However, an increase in inflation results in a decline in both market return and volatility. Whereas, the interest rate has a negative impact on stock market return and stock market volatility.

**Keywords:** *COVID-19, Inflation rate, ARCH, Interest rate, Stock Market Return, Stock Market Volatility*

**PRESENTER 4**

**Paper Title:** Post Covid-19 Digital Transformation in Financial Organizations

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The global phenomenon of the financial fields' digitalization along with the generalized and unsystematized access to information via the internet is making revolutionary progress in the organization of economic sectors, of which, certainly, the financial industry makes no exception. The extreme plasticity, as well as the globalization of financial services, together with successive technological revolutions accelerated by the Covid-19 crises, bring opportunities and also challenges for the continuous adaptation of the financial policies of private companies or national public institutions. The presence of emerging technologies and virtual financial products offers consumers greater freedom, higher independence from the legislative regulations of economic markets, while also trying to address the data security issue and confidentiality and increase confidence in those products. In recent times and during the Covid-19 pandemic, emerging financial technologies called Fintech have continued to reshape the financial services sector in an unprecedented way. New start-up companies manage to provide innovative technologies in the financial market, challenging the sustainability of classic business models in the field and causing disruptive effects on existing financial institutions and business methods. These progressive developments can provide alternative solutions that change the way this industry works and provide customers faster, cheaper, easier-to-understand and to use services more transparently and securely. In this new environment and under the influence of this disruptive

trend, highlighted by the Covid-19 outbreak, the management of financial organizations is confronted with strategic and managerial implications through which it is forced to identify and understand the effects of this phenomenon, implement corrective measures and adapt quickly and efficiently to new market conditions.

**Keywords:** *Fintech, Techfin, Bigtech Financial, Disruptive Start-ups*

**PRESENTER 5**

**Paper Title:** Prioritizing and Modeling the Internet of Things (IoT) Adoption Barriers for Agile Manufacturing to Post COVID-19 Scenario

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On all business activities, the COVID-19 pandemic has caused dramatic effects. But to overcome the current situation caused by COVID-19, digitization is helpful. In this regard in recent years, significant attention has been gained by the Internet of Things (IoT) as an essential study area as without human intervention it is helpful in the direct integration of various sensors and objects to interconnect. For the manufacturing industry, the agile manufacturing concept is becoming critically imperative due to the turbulent business environment, fluctuating customer demand, and rapid industrialization and in this respect for making the operational processes more efficient and productive, the significant role of IoT cannot be denied. To enhance agility and for successful implementation of agile manufacturing, organizations devote substantial resources to building IT infrastructure and must consider IT as an imperative and fundamental enabler. For value creation, proposition and to reinforce the bond with the clientele, IoT scheme provides the decision-makers with new insights. For connecting physical objects to the Internet as a ubiquitous network, IoT is at the fundamental level that enables objects to exchange information. Two features of agility, 'flexibility and complexity' push pressure on the manufacturing organizations to re-design their approaches, and IoT is anticipated to support this concern. Despite the vast potential of IoT in the manufacturing industry, IoT adoption is still in its nascent stage and due to the existence of many challenges post COVID-19, IoT implementation remains a challenge. Therefore, the current study attempts to investigate the numerous barriers that disturb the IoT adoption in the manufacturing industry in the Pakistani context and also prioritize and investigates the inter-dependences between the barriers using a two-stage integrated AHP-TOPSIS and ISM methodology. It was identified that for IoT adoption, significant driver barriers are poor internet infrastructure and lack of government regulations.

**Keywords:** *Internet of things, Covid-19, agile manufacturing concept, AHP-TOPSIS, and ISM methodology*

**PRESENTER 6**

**Paper Title:** Jai Ho: Indian Tourism Sector and Economic Growth after Covid-19 Quagmire

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This paper investigates the linkages between tourism and economic growth and can be useful for policy formulations and strategic planning by the government, as well as tourism businesses. The evaluation of recent performance and short-term prospects on international tourism allowed for an in-depth assessment of TLGH, with respect to the methodological choices and the main results, keeping an eye on differences in developing countries. In the dissertation have been analyzed the current scenario and prospects of the tourism sector in the Asian region and in particular in India, noting that this country set up virtuous policies to attract foreign visitors and developed its tourism sector since it helps in alleviating deficits of the balance of payments, increases exchange reserves and generate tax earnings, and by taking advantage of its important multiplier effects in other economic sectors. Therefore, tourism can be seen as a relevant sector in reviving the economy

after the pandemic and so its role should be taken into account in the strategic and promotional policies adopted by governments and policymakers. But, instead of aiming to “return to normal”, the tourism sector has to reinvent its way of doing business and see this current world as the next normal.

In this perspective, it was noted how the spread of a “jugaad culture” could help employees in the tourism sector to connect with their passion and empathy, discover meaningful ways to contribute positively to the society, and the planet, to create innovative solutions to heal and regenerate people and communities.

**Keywords:** *pandemic, India, tourism-led growth, sustainability*

**PRESENTER 7**

**Paper Title:** Fostering Environmental Performance through adopting Green HR practices: The mediating role of Environmental Concern

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Green HRM is an emerging concept in the management field. One of the current challenges faced by HR professionals is the integration of environment-friendly practices with HR practices of the organization to attain long term sustainable growth. The purpose of the study is to determine the effects of green HRM practices (green training, analysis and job description and green performance management and appraisal) on environmental performance. Furthermore, this study is going to test the mediating effect of environmental concern on environmental performance. Exploratory factor analysis and structural equation model (SEM) were used to examine the relation of factors. Data from 150 employees working in the food and beverages industries were collected. Results of this research prove that GHRM practices have a significant effect on environmental performance.

**Keywords:** *Green Job analysis, green training, Environmental concern, Food and Beverage Industry*



## International Conference Globalization, Regional Integration, Productivity, and Economic Growth



**Shazia Hassan**  
Session Chair



**Khurram Hamid**  
Moderator



**Mr. Waseem Irshad**  
Coordinator

### PRESENTER 1

**Paper Title:** The Influence of Internet Services on The Banker-Entrepreneur Human Relationship During Globalization

**Authors:** Francesco Fasano, Maurizio La Rocca

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Noteworthy contributions highlighted that local financial development matters to corporate financial policies, as the geographic proximity between the firm and the bank branch alleviates asymmetric information problems and increases the use of bank debt. However, the recent Covid-19 pandemic increased the use of new digital technologies and augmented the bank-firm physical distance. Moreover, also the globalization of financial markets could threaten the relevance of local bank branches in the information collection processes. This study, using a large panel sample of Italian SMEs, investigates whether the rapid increase of FinTech instruments shapes the influence of local financial development on SMEs debt decisions. The findings interestingly suggest that FinTech mitigates the effect of local banking markets on SMEs indebtedness level. However, despite the arrival on the scene of FinTech and globalization, local financial development is still extremely relevant and the bank-firm close human ties remain important in debt contract negotiations.

**Keywords:** *Local Financial Development, SMEs, Debt, Bank, financial policies, Fintech, Internet Banking.*

### PRESENTER 2

**Paper Title:** Predictable Time Off (PTO) and Work Design (WD): An Emerging Contemporary Issue (Assessing the Dynamics during COVID-19)

**Authors:** Dr. Muhammad Zia-ur-Rehman, Muhammad Nadeem Akram

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The study focuses on the predictable time off, which is a novel concept in some traditional organizations in some business-oriented companies, it is practiced as a practice. However, during COVID-19 situation, it has become challenging not only for the organizations but also for researchers to drive a model which can simultaneously improve the work process and consultants' lives. In normal situation and even during COVID-19, it is to share that Predictable Time Off (PTO) is a work redesign model presented as a model for better

work and better life. The purpose of this research is to check the suitability of the model for organizations in Pakistani environment. The study was carried out to check the association of predictable time off and work design. The model was tested on a vocational training council having around 160 institutions and training centers. The model was applied with the coordination of principals who are also heads of the institutions with the observation of the record of five working days and around 40 hours per day. The findings show that the model can improve their life if employed properly with context consideration.

**Keywords:** *Predictable Time Off (PTO), Work redesign, globalization, technology*

### **PRESENTER 3**

**Paper Title:** Social, Academic and Economic impact of covid 19 on students of UET

**Authors:** Aftab Shaukat, Dr. Rab Nawaz Lohdi

**University:** University of Central Punjab Lahore (Pakistan) **Email:** [Aftabshoukat84@gmail.com](mailto:Aftabshoukat84@gmail.com)

This study talks about social, economic, and academic effects of Covid 19 on the students. A case study approach is used that takes UET as a unit of analysis. Qualitative data is collected through semi structured interviews from students at the university. The study found that students are economically at economic survival level where they are able to pay their hostel dues because of loss of their father/guardian's income. They are more inclined towards saving money. Socially, they are acting responsibly by having social distancing while keeping themselves mentally strong. Academically, they have delayed career readiness because of their delayed semester and lesser learning because of online classes because of no face-to-face interaction and internet connectivity issues. This study suggests its implications and concluded on positive note. Study attempts to guide the HR professionals that which competency is more effective for them.

**Keywords:** *Academic and economic concerns, impact of Covid-19, HR competency*

### **PRESENTER 4**

**Paper Title:** Human Capital and Firm Performance in Emerging Market

**Authors:** Tri Damayanti, Suphi Aslanoğlu

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In internet business –at the industry revolution 4.0 continued to Covid 19 outbreak period–, creativity and innovations of business are necessary. As of increasing of internet necessity in today business, human as sources of intelligence who create and operate technologies is leading of business resource. Investment on human capital of current business is a must. Bank as knowledge-based business need high quality of human resources to provide excellent services. This study is aimed to examine human capital and firm performance in either in industry revolution 4.0 or Covid 19 outbreaks in bank sector. Different to former researches, we employ human capital ratio and value added human capital as human capital measurement. We analyzed 102 financial statements of Indonesian and Turkish listed banks. Conducted by panel data method, we find that human capital ratio and value added human capital positive-significantly affect firm performance. The results exhibit that investment of human capital in bank industry is substantial in order to increase firm performance. Investment of human capital as intangible assets of business could be considered in business strategic decisions. Besides, our findings also contribute to literature of human capital research. Further, we also suggest that based on importance of human capital investment, bank managements could voluntary disclose their human capital investment as additional information for their stakeholders.

**Keywords:** *Keywords: Employee Compensations, Human Capital Investment, Earnings Per Share*

### **PRESENTER 5**

**Paper Title:** Effect of Interest Rate and Exchange Rate Changes on the Financial Performance of Pakistani Banks: A Comparative Analysis Between Pre-COVID Period and During-COVID Pandemic

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The purpose of this study is to understand the impact of interest rate and exchange rate changes on banking stock index in both the pre-COVID period and during-COVID pandemic; and to assess the change in behavior, if any, of these macroeconomic variables. Banking index (BKTi) with 18 constituents was selected from Pakistan Stock Exchange (PSX). Daily data time series is used for all the variables ranging from January 2017 to May 2021. Banking stock index data is collected from Pakistan Stock Exchange (PSX) website while data for interest rate and exchange rate is collected from investing.com. This study uses the multiple linear regression. Based on the regression findings, there is a significant and positive impact of interest rate changes on banking stock index in both pre-COVID and during-COVID period. There is insignificant negative relationship between Exchange rate and banking stock index return in pre-COVID period. However, during-COVID period, the relationship became negatively significant leading to a new finding. As this is the new study in Pakistan's environment, its results and findings might be useful for potential investors in banking sectors, risk managers and policy makers. To the best of researcher's knowledge, this is the first of its kind endeavor to explore the relationship between interest rate, exchange rate and banking stock index return in the pre-COVID period and during-COVID pandemic.

**Keywords:** *Interest rate, exchange rate, banking stock index, multiple regression, COVID-19 Pakistan Stock Exchange*

### **PRESENTER 6**

**Paper Title:** Impact of Covid-19 on the Business in Portugal

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It is still premature to make a detailed and conclusive assessment of the COVID-19 impact has had on society and the global economy, but some conclusions can already be drawn, the world and in particular society was not prepared for it. This article aims to demonstrate the impact that the pandemic has had and will continue to have on the Portuguese economy in 2021, linking the consequences in the European Union (EU) and its effect worldwide. The pandemic has affected all kinds of businesses with particular impact on aviation, tourism, hospitality, catering, culture, land traffic, among other businesses, the industry was being forced to change the way of work adapting to the very unusual telework in the country, education had to take on a new format through the school at distance, new routines have needed to be created, having an unprecedented and difficult to evaluate the effect on society, altering habits, routines, consumption and freedom itself.

**Keywords:** *COVID-19, Pandemic, Crisis, Economics, Business, Impact, Portugal*

### **PRESENTER 7**

**Paper Title:** Quality of Virtual Reality in Hospitality Industry and its Impacts on Behavioral Intention in COVID era: Mediating Role of Authentic Experience

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The rapidly mounting technological environment and customer's acceptance of modern-day advertisement has created a compulsion for the advertisement industry to abandon conventional ways to market the

product/service given the pandemic era is an absolute impulsion. One of the most prevalent modern-day technological applications is virtual reality which is extensively used in tourism and hospitality for marketing purposes. Virtual reality has received emergent attention from the industry and wide acceptance from customers as well, however, there is not much research data that provides a concrete imperative mechanism of a virtual reality application and links it with a customer's psychological state of mind. This research has established a framework based on the quality mechanics of virtual reality and based on those components how customer's acceptance and intention to use the service is built. What makes this study unique theoretically is that it has examined the relationship of an authentic experience as a mediator between the relationship of VR quality features and behavior intention, the findings have identified that VR quality is an utmost important factor in attracting customers' attention. Potential customers were used for data gathering from USA and results were analyzed through SmartPLS.

**Keywords:** *Tourism, Virtual Reality, IS Success Model*

**PRESENTER 8**

**Paper Title:** Perspective Comparison of Venturing into Startup in University Students of three Asian Countries: Malaysia, Indonesia & Brunei Darussalam

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The intention to start a business is influenced by one's intention to do so. Investing in business startups is one of the most effective ways for Asian countries like Indonesia, Malaysia, and Brunei Darussalam to create jobs and boost economic growth. As graduate unemployment in these three Asian countries is frightening, one of the job options is self-employment through a startup. However, the outbreak of Covid-19 has harmed startups and small, medium-sized businesses the most. Hence, a discussion on opportunities for startups during these difficult times will also be discussed in this paper. The main study focused on a comparative study on the perspective of starting a business were conducted in this study, concentrating on university students' perceived desirability of self-employment in Indonesia, Malaysia, and Brunei Darussalam. The study used an online questionnaire-based survey with a sample of 869 students from various higher education institutions who came from a variety of educational backgrounds. The study found that the construct of perceived desirability of self-employment had a substantial impact on university students in the three countries. The findings revealed that only Malaysian and Bruneian university students believe intrinsic drive has a significant impact on university students' startup intentions. As a result of the study's intriguing findings, this research suggests policy-makers, educators, and academics ideas to encourage students in Indonesia, Malaysia, and Brunei to establish startups.

**Keywords:** *Asian counties, Entrepreneurship, intrinsic motivation, startup intention, university students*



## International Conference Entrepreneurship and New Idea Generation in the Covid-19 Scenario



**Sania Zahra Malik**  
Session Chair



**Mr. Agha Mahmood Ali**  
Moderator



**Sidra Nasreem**  
Coordinator

### PRESENTER 1

**Paper Title:** Covid-19: Challenges and Opportunities for Small and Medium Enterprises (SMEs)

**Authors:** Dr. Nomita Sharma, Dr. Neha Sharma, Mr. Tushar Sharma

**University;** University of Delhi

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The paper is an attempt to develop a research framework pertaining to challenges and opportunities provided by COVID-19 small and medium enterprises (SMEs). The framework tries to connect challenges, opportunities, and Covid-19 concerning SMEs. The present gap in the research has been addressed by a systematic and organized literature review to develop a road map for small and medium enterprises for survival and business continuity during the pandemic times. The research has significance during the current crisis of Covid-19. It prepares firms to manage future uncertain scenarios successfully.

**Keywords:** Covid-19, SMEs, Retrofitting, Business Continuity

### PRESENTER 2

**Paper Title:** Entrepreneurial Personality Characteristics and Entrepreneurial Intentions: Mediating Role of Entrepreneurial Orientation

**Authors:** Ayaz Ali Maitlo, Salman Bashir Memon, Saqib Wahab Mahar, Sartaj Ahmed Sang

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This research paper is an effort to determine the mediating role of entrepreneurial orientation in relationship between entrepreneurial personality characteristics and entrepreneurial intention, prior covid-19, and recommend conducting this research post covid-19 to determine effects for comparison. Further, Pakistani entrepreneurial activities are adversely affected by social distancing, short operational hours and lockdown. The data is consistent along with data of previous publication collected from 250 shopkeepers, those having maximum five employees belonging to three cities Khairpur Mir, Sukkur and Shikarpur Sindh. Because all variables including entrepreneurial orientation data was collected on same five-point rating scale. Just the

entrepreneurial orientation was not entertained in previous publication. The researcher then tested hypothesized theoretical model by employing Structural Equation Model (SEM) using Smart PLS by replacing networking orientation with entrepreneurial orientation.

The analysis revealed effect of pre mediation and post mediation did not provided support but shrink relationship at very frictional level. From six direct hypotheses only two are not supported but from six indirect hypotheses all are not supported. This has determined very contrary effect of previous study in which four indirect hypotheses were also supported.

**Keywords:** *Entrepreneurial personality characteristics, Entrepreneurial intentions, Entrepreneurial orientation, mediation analysis, Structural Equation Model (SEM)*

### **PRESENTER 3**

**Paper Title:** Startups' resilience during Covid-19 and entrepreneurial teams prior to Initial Public Offering (IPO)

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The aim of this paper is to discuss the extent startups tackle the challenges during COVID-19 coupled with the relevant literature in brief. In the literature, there is no mutual agreement on the definition of a startup; however, a startup can be described as a young new venture that is designed for high growth and has an innovative business model. Going public is one of the milestones of a company's lifecycle. This paper contributes to a glimpse of insights on how entrepreneurial teams to possess certain capabilities in tackling the challenges and leveraging opportunities that can potentially prepare them in the pre-IPO as it reflects on certain similar capabilities needed and the fact that IPOs can be high risk-high reward investment. Additionally, not every startup can rely on investors and fulfil the criteria to obtain funding; however, startups can envision the growth of the startup from responding and managing crises. Subsequently, possessing the IPO mindset and being IPO-ready will benefit early-stage startups to act like unicorn startups and huge companies regardless the resource-constraints. Resilience is found to be in the body of research on entrepreneurship and crisis management in relation to COVID-19.

**Keywords:** *Entrepreneurial teams, Covid-19, IPO, resilience, crisis management*

### **PRESENTER 4**

**Paper Title:** The COVID-19 Pandemic: Challenges and Opportunities among the Bruneian Home-Based Businesses

**Authors:** Syahnur Farhana Haji Shahleh, Vivi Nabilah Shaya, Kamariah Ismail, Farahiyah Kawi, Siti Nor Suriana Haji Abd Talip, Siti Nur Azhana Haji Mohamad

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The knowledge and research on the Bruneian home-based businesses (HBBs) in the COVID-19 era are scant. Hence, the purpose of this paper is to investigate the challenges and opportunities that the COVID-19 pandemic has created for the Bruneian HBBs. A qualitative approach was employed by interviewing eight owners in this informal sector, who are utilizing the online platforms to sell foreign products in the local market. Six themes emerged, covering three challenges and three opportunities respectively. The three main challenges include delays in shipping, increased competition, and movement control orders. Conversely, the three main opportunities include the increase in promotion skills, increase in customer base, and personal development. This study is among the first to investigate the HBBs in the sultanate especially, during the time of crisis. The paper's value also lies in addressing the gap that there is a need to explore the impacts of this pandemic on the HBBs in developing countries, including Brunei Darussalam. The study positively contributes to the understanding of the challenges and opportunities that the COVID-19 pandemic has brought into the country as well as adds and enriches the informal home-based research sphere. Several implications for the online entrepreneurs, policymakers, as well as academic scholars, and limitations are also discussed.

**Keywords:** *Home-based businesses, informal sector, online entrepreneurs, challenges and opportunities, COVID-19 pandemic, Brunei Darussalam.*

**PRESENTER 6**

**Paper Title:** The Role of Disruption Absorption on Covid-19 Operational Disruption and Performance of SMEs: A Conceptual Framework.

**Authors:** Mahmoud Ahmad Mahmoud, Ahmed Mahmoud, Mahabub Musa Garba

**University;** School of Business and Entrepreneurship, American University of Nigeria, Department of Banking and Finance, Nasarawa State University Keffi, Nigeria, Department of Business Administration, Yusuf Maitama Sule University Kano, Nigeria

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Compared to any other preceding pandemic, the impact of Covid-19 on firms has been the most severe. Covid-19 pandemic has affected the supply chains, operations and performance of businesses across the globe, making small and medium sized firms more vulnerable. While a considerable amount of research literature proves the negative effect of disruptions on firms. The literature is dearth on the impact of disruptions on SMEs performance and factors that could enhance SMEs resilience in the face of disruptions among sub-Saharan African economies. To bridge this deficit, the paper proposed the moderating role of disruption absorption as an internal resource that could redirect and neutralize the impact of operational disruptions caused by the Covid-19 on the performance of SMEs in the Nigerian context.

**Keywords:** *SME performance, Covid-19 operational disruption, disruption absorption, Nigeria*

**PRESENTER 7**

**Paper Title:** Exploring dimensions of Women's Empowerment and Entrepreneurial Growth during COVID-19 Era

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In developing countries, women's empowerment is a major concern and Covid-19 increased more difficulties for women. Several efforts were made to tackle this issue as the aims of poverty reduction and development cannot be achieved without giving attention to women empowerment. Over the past decades, microfinance institutions (MFIs) have appeared as crucial tools not only to address the issue of poverty but also particularly to empower women. Resultantly, a huge number of studies focus on the relationships between MFI and women empowerment. However, in the context of rural areas of Pakistan, the research is limited. Therefore, the objective of this study is to investigate the role of MFI in women's empowerment and entrepreneurial growth in Pakistan. We have used a qualitative methodology, using primary data collected through in-depth interviews and a focus group discussion with six female borrowers of Rural Community Development Programs (RCDP). The empirical results provide valuable insights into the efforts made by RCDP to empower women and combat poverty by encouraging women entrepreneurship. Hence, this paper not only examines empowerment, which women are attaining from microfinance, but also assists MFIs to know about their significance in developing the economy. The paper is significant for MFI practitioners to develop policies for boosting women entrepreneurship and to help their existing women clients with efficient training and supervision

**Keywords:** *Microfinance; Pakistan; Women Empowerment, Women entrepreneurship*

## Conference Moderators and Coordinators Profiles

Day -1  
22<sup>rd</sup> November 2021

## Session -1

## Moderator



Dr. Shabana Naveed is an Assistant Professor of Management and HR at UCP Business School, University of Central Punjab. She has earned PhD (Management); MPhil (Management) and MBA (Finance) from University of the Punjab. Her research interests include public sector reforms, inter-organizational networks, and human resource management. She has worked extensively on governance and management of state-owned enterprise, and presented her research at national and international conferences. For her PhD's study, she researched on the institutional complexity that public organizations encounter in network configurations. Her recent publications appear in International Journal of Public Sector Management on complexity of network governance.

## Session -2

## Coordinator



Nahan Iqbal working as a permanent faculty member in UCP Business School. She had nine years of working experience in Higher Education Institute. She offers her services as an HR consultant for small and medium enterprises. She is a certified trainer of Global Integrity Education program by United Nation office of drug and crime. Her MS was in Human Resource management. She is teaching HR basic courses and specialization courses. She is a supervisor of graduate student's final year project and internship supervisor.

## Moderator



Bilal Ilahi obtained his B.Comm from The Punjab University and MBA degree from USA in 1977. Before joining UCP in 2011, he was managing his textile mill. He also has business experience in the construction sector in Pakistan and the hotel industry in USA. While managing his business in Lahore, he was part of the visiting faculty of GCU Lahore and LUMS. He has also lectured at the Civil Services Academy and ICAP. His book "Contemporary Business Environment" published in 2015 is the prescribed textbook for courses in two business schools

## Coordinator



Ms. Wajeaha has been working as a lecturer at permanent position with UCP for one year. She has completed her BMES (Masters in Business Management and ERP Systems) along with various SAP certifications from Victoria University, Australia. Prior to which she completed her MBA (Entrepreneurship) from Universal Business School Sydney (GCA) with Professor Gus Guthrie Award for outstanding academic achieving in her Graduation class. She has gained industry experience working in Australia with renown brands. She is also a UCP Alum, having graduated with a BBA from UCP.

### Session -3

Moderator



Mr. Talha Zubair Ahmad Khan is serving as lecturer in Faculty of Management Sciences in UCP Business School, University of Central Punjab. Having started his professional career within management education very early, Mr. Talha Zubair Ahmad Khan holds a teaching experience of more than 7 years in some of the renowned higher education institution of Pakistan

Coordinator



Ms Haziqah Noor UI Islam is a Lecturer at UCP Business School. She has completed her Master's in Marketing Management (Distinction) from the University of Surrey, United Kingdom. Her research interest revolves around "Augmented Reality Marketing and Customer Experience in the digital economics". Her professional interests encompass Search Engine Optimisation. She is a Freelance SEO Consultant and possesses corporate sector experience in various international organizations. Currently, she is teaching several courses to the undergraduate students including Digital Marketing, Consumer Behavior, and Marketing Management.

### Session -4

Moderator



Amina Rizwan is a mentor and trainer for startups. She is a cofounder of start-up academy. Having a previous experience in banking and telecom industry she is currently working with various startups like M&H, Zaps, Cake Mania by zeba, Bano herbal, Alramal, Infinite games, Organicura, Enchant Jewellers. She is contributing in entrepreneurial ecosystem by helping startups for funding and giving the consultancy for scaling and 80% of her startups are led by females. She is member of LCCI standing committee for Silk Road Pakistan -Vietnam business promotion for 20-21. She is member and core team of WED ( US) Pakistan. She is climate reality leader trained in US in 2016. She is a PhD scholar in entrepreneurial finance and currently working in University of Central Punjab as an Assistant Professor since 2016.

Coordinator



Ms. Mahnoor Farrukh serving as a lecturer in University of Central Punjab, Faculty of Management Sciences. She is MPhil degree holder from IBA (University of the Punjab) in the field of Marketing. Her dissertation is on Website Design, website transactional capability and Customer perceived value: mediation effect on online purchase intention. Her experience in total, academic plus industry is of 4.5 years.

Day -2  
23<sup>rd</sup> November 2021

### Session -1

### Moderator



Along with being a renowned trainer for the last 14 years, Basharatullah Malik is a teacher of Marketing at the University of Central Punjab, actively engaged in teaching for 21 years, counseling and research, having supervised many Research Projects. Previously he had been the Director (Evening Program), managing CMER Center of Management Excellence and Research, and the Corporate Academia Linkage CAL at UCP. He has a diverse and rich blend of experience of above 21 years in teaching at university level and 33+ years with different multinational and national organizations like Citibank, Hoechst (presently Sanofi Avantis) and National Fertilizer Corporation NFC, Center for Management Development CMD (a renowned Training House) and AMDIP (Association of Management Development Institutions in Pakistan) under SAARC. He was marketing consultant for an advertising company and presently for a prestigious hotel of Islamabad.

### Coordinator



Noor-ul-Ain Saleem  
Designation: Lecturer, Faculty of Management Sciences, UCP  
Area of Specialization: Accounting and Finance  
Education: M.Phil. Business Administration (Kinnaird College)  
Professional Experience: University of South Asia (August 2016- October 2021) as Permanent Faculty Member  
Beaconhouse National University (January 2021- June 2021) as Visiting Faculty Member  
Beaconhouse Head Office (September 2013- March 2016) as Permanent Lecturer/Coordinator

## Session -2

### Moderator



Salman Ahmed has MBA degree from University of Huddersfield, United Kingdom and a Master's degree in computer sciences from University of Central Punjab, Pakistan. He is also holding CMI Level 8 Diploma in Strategic Direction and Leadership (QCF) from, the Chartered Management Institute, UK. He also has 5 years FMCG sales management experience from UK. His research interest as well as teaching areas are Information Systems, Operations and supply management.

### Coordinator



Faiza Akhtar completed her MS Management in 2014 and BBA Hons in Human Resource Management & E-Marketing in 2012 from University of Central Punjab, Lahore. She joined UCP in 2016 as Lecturer in Faculty of Management Studies. Prior to joining UCP, she worked as a Lecturer/ Trainer/ Evaluator at Professional Academy of Commerce (PAC). Her research interests include Human Resource Practices, Psychological Capital, Work Family Conflict, Organizational and Human Psychology.

## Session -3

### Moderator



Khurram Hamid is an MBA from Asian Institute of Technology, (AIT) Thailand. He is currently working as an Assistant Professor with UCP Business School for the last 12 years. Prior to that he has acquired 10 years of commercial and investment banking experience with an emphasis on marketing and developing strategies for financial products and services. Also worked in the Advertising sector for five years, as media planner and business development manager. Currently involved in teaching Undergraduate & Graduate marketing courses. Branding is in particular an area of increasing research interest as well. Additionally, his previous professional experience and skills assisted in enhancing his contemporary teaching techniques with practical knowledge of the field in the business context of Pakistan.

## Coordinator



Mr. Waseem Irshad has completed his MS with research thesis and MBA (Distinction), has international research publications in double-blind peer-reviewed journal, along with this have presented in 9 international conferences. His university teaching experience is of 8+ years teaching about 60+ courses to both undergraduate and post-graduate level including research courses. Along with this, he has successfully supervised five masters' graduate projects of 6 credit hours each. He is currently also the Associate editor of UCP management review journal. Along with this, he has a vast experience of conducting trainings for national and international faculty members. He has full control on using SPSS (Data entry, data preparation, Univariate and Multivariate analysis), AMOS (Structural Equation Modeling), Nvivo (Qualitative data analysis using nodes) and Endnote (Auto Referencing).

## Session -4

## Moderator



Agha Mahmood Ali Khan has an MSc in Management and MBA in Marketing degrees from University of Central Punjab. Before joining UCP again to take up the role of an educationist he accumulated vast experience of working with top multinationals like Unilever Pakistan and British Council, Pakistan. He brings to teaching his hands on experience of brand management, distribution and trade category, marketing management and organizational marketing. Presently he is pursuing his Ph.D. in Marketing and has interest in areas like Public Relations, corporate social responsibility and branding.

## Coordinator



Sidra Nasreem is a permanent Lecturer in faculty of Management Sciences University of Central Punjab. She did her MS in Entrepreneurship & SME Management from GCU, Lahore. She started her career as a HR manager in H. Karim Buksh then moved to educational field and she has nine years teaching experience with different reputed business schools. She published her article in a well reputed journal. Courses on which she has command are: Entrepreneurship, Principles of management, Organizational behavior, Human resource management, Business strategy, Business research methods, Consumer behavior.



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