VOL.16, NO.2, DECEMBER 2022
JOURNAL DOI: 10.29270/GU-JBS

ISSN: 1993-5765
e-ISSN: 2521-2540

HEC RECOGNIZED JOURNAL

JOURNAL OF BUSINESS STRATEGIES

FACULTY OF MANAGEMENT SCIENCES

#32

Greenwich University
PAKISTAN – MAURITIUS

www.greenwich.edu.pk

VOL.16, NO.2, DECEMBER 2022
ISSUE DOI:10.29270/JBS.2022.16.2(32)

ISSN: 1993–5765
e-ISSN: 2521–2540

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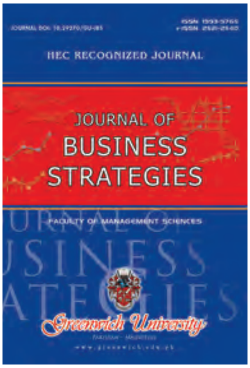
Journal of Business Strategies, Vol.16(2)
December 2022

Journal of Business Strategies



ISSN: 1993-5765 (Print)
ISSN: 2521-2540 (Online)

Frequency: 2 Issues per year

Journal of Business Strategies (JBS) is an international peer-reviewed, academic research journal published bi-annually by the Faculty of Management Sciences, Greenwich University Pakistan. The journal focuses on various business topics which cover Business Marketing, Management, Banking & Finance, Economics, Accounting, HR, Labor Laws and other inter-related subjects.

Journal of Business Strategies provides an academic platform for business professionals and research scholars to contribute their original, unpublished and novel researches in the diverse business fields stated above. *Journal of Business Strategies* carries original, full-length research papers that reflect latest researches and developments in both theoretical and practical aspects of national and international business studies.

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Journal of Business Strategies, Vol.16(2)
December 2022

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Journal of Business Strategies, Vol.16(2)
December 2022

EDITORIAL NOTE

I am pleased to present the 32nd issue of the Journal of Business Strategies (JBS, ISSN: 1993-5765) which started publishing in 2007. It is now an open access peer reviewed journal published biannually online on Open Journal System OJS) platform. The submissions to the journal are subjected to the peer-review process by the editorial board members and external subject experts. All published articles of this journal having unique digital object identifier (DOI) are included in the indexing and abstracting coverage of EBSCO Business Source Complete EBSCO Business Source Premier, EBSCOhost, Crossref. RePEc, SyndiGate, Google search engine, and among many other reputed scientific databases. The Journal has recently brought in a few new but nationally and internationally reputed names on its advisory and editorial board which would help us in improving the quality of published research.

What world is facing now?

The global landscape is dominated by various manifesting risks. Most respondents to the 2022-2023 Global Risks Perception Survey (GRPS) chose "Energy supply crisis"; "Cost-of-living crisis"; "Rising inflation" and "Food supply crisis" as among the top risks for 2023 with the greatest potential impact on a global scale.

What will the world's biggest problem be in the future? There is a simple and unanimous answer and that is "Global Climate Change". Beyond the suffering it is already causing, worse climate change could increase existential risks from other causes and affect standards of living far into the future. The 2030 Agenda for Sustainable Development recognizes climate change as one of the greatest challenges of the present time and expresses its concerns on how the adverse impacts of climate change can undermine the ability of all countries to achieve sustainable development.

Economists have an agreement that "Circular Economy" strategies could slow down nature degradation by reducing the demand for virgin materials, decreasing pressure on ecosystems that improve climate adaptation. A circular economy focuses on reducing wastage and pollution with repair, reuse, and reduction. In addition, it also emphasizes restoring natural systems while creating conditions for supporting regeneration. The circular economy establishes a more sustainable production and consumption model in which raw materials are kept longer in production cycles and can be used repeatedly, therefore generating much less waste. The circular economy is an integral part of the sustainability agenda and can contribute to several different Sustainable Development Goals (SDGs). It is obvious that SDG 12 "responsible consumption and production", is at the heart of the circular economy. A properly functioning circular economy does not only depend on the government and industry, but also on consumers and ultimate users who have a role to play choosing sustainable products must become the new standard. Consumers also contribute to a circular economy by using things longer, repairing them or taking them to the recycling shop. The government wants to stimulate this behavior by giving the circular economy a place in education and by conducting campaigns.

Dr. Mohammad Shaiq
Editor
Journal of Business Strategies

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TRAINING AND DEVELOPMENT AND EMPLOYEE CAREER GROWTH: A CASE OF DARAZ. PK

Dr. Rafique Ahmed Khan and Munaza Bibi

ABSTRACT

This study is conducted to inspect the training and development practices' influence on the career growth of employees currently being implemented at Daraz. pk. To attain this purpose descriptive research is undertaken and data were collected from 302 middle-level managerial employees of Daraz. pk. Statistical tools including Pearson correlation as well as regression analysis were applied using SPSS version 23. Therefore, the analysis of data reveals that out of five, only one hypothesis got rejected which pertains to Training Environment and Contents. The remaining hypotheses have been accepted. This research proves that training & development helps in improving the career growth of employees with having a positive impact in Daraz. pk as the employees are satisfied with the practice link to the training and development is applied. To achieve a boost in the career growth of employees, a better institutionalizing of all the components of training and development should be implemented.

***Keywords**: Training needs assessment, Trainer's competence, Training methods, Training environment and content, Training evaluation, and Employee career growth.*

INTRODUCTION

Background and Significance of Study

In today's dynamic environment, a professional and highly skilled workforce is considered imperative for the success of any organization. Training and Development (T&D) are the most significant activities in Human Resource Management (HRM) that not only help the organization to succeed but also play an important role in developing its employees. Effective training and development can help an organization improve its performance as well as its productivity. Within any organization, it is vital to provide respective training and career development plans for its employees. In the

HRM discipline, T & D is considered to be an integral part of concerning the success of employees as well as the organization. Thus, training is mainly linked to the modification of behavior through learning. These learning capabilities are identified as employees' knowledge as well as skills sets, and abilities along with other aptitudes that can upgrade employees' capacity to perform effectively their current work. Training emphasizes upon individual's current job by broadening their skill set, knowledge, and abilities to perform their job duties effectually (DeCenzo & Robbins, 2007). Therefore, training is viewed as a significant aspect for organizations to not only enhance the success chances for them as well as for employees in a befitting manner. It provides the required skill, knowledge, and an ample amount of confidence to the employees to accomplish their job activities. Training also helps an organization to become competitive with its rival companies by enhancing its productivity, customer care, profitability, and work environment (N. S. Azizi, Khan R. A., Obaid S., 2017).

Training and development are considered to be the most critical discipline of HRM. Previously, it was not the case, it was only an HRM and had the least significance. In the current fast-changing technological modern era, training and development practices have attained preference and significance not only in an organization's accomplishment but in an employee's professional development as well. Many scholars and researchers presently recognize the importance of training and development in the career advancement of employees to meet the demanding challenges of this fast-paced globally competitive environment (Jehanzeb and Bashir, 2013).

Problem Statement

In this exceptionally competitive global business world, companies must upgrade and enhance their employee's capabilities and job-related knowledge to outperform their rivals. Accordingly, appropriate and required training and development opportunities are to be created for employees to modify their behaviors toward the successful accomplishment of their tasks efficiently and effectively. In the E-commerce sector, due consideration is not shed on activities to train and develop employees while a visible problem lies in currently applied training and development efforts. As a result of this critical lapse, employees mostly encounter problems in the smooth progression of their careers. These shortcomings in present training and development activities prompt employees towards dissatisfaction and discouragement which ultimately reflect a negative impact on their careers. A sincere and vigorous effort was practiced at an appropriate level to dig out the effect of training and development mediations on employees' career development, at Daraz. pk.

Objectives of The Research

Research objectives based on the problem statement include such as to assess the impact of training needs assessment, training environment and training content, trainer's capabilities, training strategies, and training assessment on employee career growth.

Scope of Research

As the research is carried out on Daraz. pk situated in Karachi, so the scope of this research is limited to Karachi only. Middle-level employees of Daraz. pk from various departments was the focal point of this research. The academic qualifications of these employees are generally undergraduate, and graduate, and few have done master's as well with a minimum 1-year working experience. Employees' ages vary in the range between 25 to 45 years. The effect of '5' T&D functions is considered in this research.

LITERATURE REVIEW

Significance of Career Growth

Managing career development is an activity by which employees become more acquainted with the followings:

- Become more analytic about their existing skills, competencies, expertise, strengths, and weaknesses.
- Become more informed about current and future job opportunities within the organization.
- To set up their career goals.
- Getting ready in preparing a strategy to accomplish career development opportunities.

Development and career progression are the key factors in helping an organization produce and upkeep a consistent learning atmosphere. Moreover, the demand for challenging jobs and learning programs guide career development with the aid of the management of skills. Further, the occupations that offer difficulties, prepare openings, permit career introduction, and help in the administration of abilities ended up being significant for employees (Hanif, 2013). Organizations that effectively deal with the program and strategies link to training and development (T&D) that is to be identified with career development goals of employees which in turn accomplishes great outcomes regarding business extension and expanded items and services request (Charity, 2015). From an employee's point of view, a legitimate career administration design can build in workers such sentiments as confidence, and self-awareness, and the representative feels that he is esteemed in the organization. These emotions persuade a worker and his execution will expand; prompting work fulfillment and responsibility (Kakui, 2016).

Training and Development (T&D)

T & D are termed as the deliberate learning activities arranged that assist its employees to acquire the necessary skills and knowledge about how to execute their present jobs and also to acquaint them with the necessary management exposure required for future job assignments (Armstrong, 2006). Training enables the rendering of current jobs whereas development is a continuous phenomenon in preparing employees for advanced professional career jobs (Sims, 2002). Training is generally designed for lower-level employees with an emphasis on job-related hands-on knowledge. On the other hand, middle-tier employee development is required to seek social as well as management expertise to progress within their career. Employees T & D corresponds to the acquisition of competencies, abilities, expertise, skills, processes, and leadership qualities about the job activity.

Several types of research have been carried out to visualize the significance of Training and Development for individuals and organizations. It improves employees' job-relevant knowledge and confidence in working in the organization with extended work duty and commitment. Training and development increase the employees' level of job satisfaction and is essential in the growth of an employee's career. (Abbas &Yaqoob, 2009) underlined the fact that the most pinching issue for organizations is the non-achievement of the optimum level of performance displayed by employees. T&D is not a one-time activity rather it is the practice required to be applied on regular basis to prepare the workforce according to the needs of an opportunity to learn and make progress in an evolving environment (Bibi & Khan, 2021).

Human asset is the foundation of any firm/organization; without them, the organization is unable to flourish. For accomplishing corporate, it is imperative to cater to the needs and necessities of the vital human asset of an organization. As per (Khan, Abbasi, Waseem, Ayaz, and Ijaz, 2016), T&D is an integral part of HRM. Numerous organizations have shown their tendency to invest heavy resources in the training and development of their human asset. Human resources are considered the key factor in enhancing the profitability and effectiveness of organizations. (Abbasi, Waseem, Ayaz, and Ijaz, 2016) witnessed the effect of T&D on the performance of employees and identified the positive connection between training and development and employee execution. This implies the fact that training and development is a vital aspect when the prime focus is to improve organizational execution towards employees for betterment. Additionally, it also drives the employees toward their professional development.

Like in different business and service sectors, training and development assume a vital part in the online business segment too. Studies were carried out in the online business sector on training and development and the positive relationships amongst training, development, employee performance, organizational productivity, employee job satisfaction, commitment, and employee career growth. The findings concluded from the number of research about training and development in the online business sector are listed as under:

- Training and development have a profound positive impact on employee performance in the e-commerce sector.
- Training and development helped in boosting the employee's performance and career progression, as individual employee professional and organizational development.
- The provision of T & D is contingent upon the organizational financial position of a (Khan et al., 2016).

When T&D programs are executed appropriately can lead to numerous benefits as (Jehanzeb and Beshir, 2013), identified:

- Trained employees are confident and highly motivated.
- Confidence gain leads to an increased level of job satisfaction and this could further lead to career growth opportunities.
- Lower production cost: Trained employees can use the available resources

as well as equipment effectually, hence minimizing waste.

- Leads to change management: Training helps employees to gain such skills and competencies that are required to make themselves more flexible according to new emerging situations.
- Individual capacity is improved for taking swift decisions, assisting and encouraging themselves for self-development, and enabling them to handle stress, frustration, and conflicts.
- Also improves the quality of human resources and their availability.
- Decreases turnover and absenteeism due to a high sense link to security for their job and the workplace, therefore, leading to a lower turnover rate along with nonattendance at work. Also allows an employee to move ahead toward their career growth.

Training and development are also referred to as important strategic effort that helps to improve individuals' and organizations' performance. Organizations invest huge capital in human resource development with the hope that it will pay them back in the form of sustainable competitive advantage and let them achieve a better degree of profitability in the world of business (Habib, Zahra, & Mushtaq, 2015). (Nischithaa & Rao, 2014) perceive the importance of T&D as such that some employees have certain professional deficiencies in their attitudes, skills, and capacities. T&D is the requirement of every organization however, its quality, level, and type of training required differs from organization to organization (Punia and Kant, 2013). Human Resource Training and instructional programs of an organization are prepared with an aim to train and develop its employees with such basic abilities and aptitudes that are considered important for personal growth and professional advancement of employees and hierarchical improvement as well. In this regard, (Punia and Kant, 2013) recorded a few elements that urge an organization to embrace the training and development of employees, and additionally, it also affects different hierarchical activities and employee professional development. The relevant factors are listed below:

- Changes in the outside environment, for example, rapid changes in technology influence the T & D.
- The pace of organizational change (change within the organization), for example, hierarchical change, work systems, new procedures, policies, and strategies affect the organization and the employees.

- The necessity of suitable abilities for existing employees of the organization.
- Make existing hierarchical individuals sufficiently adaptable to changes.
- Requirement for the organization to help its employee's professional development and advancement.
- A commitment of Senior administration is viewed as worthy of employee success.
- Management help persuades its employees through motivation to upgrade their work performance.

Organizations gain such definitive outcomes from T&D that lead to greater efficiency, increased performance, and improved customer care. Without any doubt, efficiency is enhanced because employees have attained improved performance due to the proficiency of upgraded skills achieved through various training and development programs. Hence, it becomes obvious that T&D significantly enhances both workers' productivity and organizational performance. T&D projects and procedures must be composed and embraced remembering their strategic purposes (Vemić, 2007).

Workers can make or break the productivity and image of an organization. They also play an important role in accomplishing organizational set objectives (quality of product and services being offered, customer satisfaction) and in their career development as well (Elnaga and Imran, 2013). However, to some extent, a visible gap exists between a worker's performance and organizational objectives that requires to be carefully filled. Lack of skills imprints a negative impact on the performance and profitability of both; hierarchical development and employee career development. Training and development objectives are to cater to the required expertise that will fill in this gap between workers' career development and organizational development.

Factors of T and D

1. Training Needs Assessment (TNA)

For the organization, it has become a problem in terms of not having a proper training need analysis (TNA) to explore the necessity of T& Din the organization. To accomplish the organizational goals a prime focus must be given to TNA to institute the detailed training objective; therefore, TNA's prime emphasis is on the execution of work (Anderson, 1994). Henceforth, proper execution of TNA can help to identify the deficiencies present among the employees. Before that when assessments were made, trainers were involved in the whole process. But in current practices, both top-level managers and strategic thinkers along with trainers have been involved in the TNA process. Henceforth, (McClelland, 1993) identified three kinds of TNA analysis which includes organizational analysis (training needs along with that at which organizational level is needed via giving answers to question such as is training appropriate to meet the organizational targets? Moreover, will it support the business strategy of the organization? These are primarily identified in this analysis. Secondly, individual (employee) Analysis (training needs are recognized and for whom the training is unequivocally essential, for managers, lower-level employees, etc.). Lastly, task/operational analysis (to sightsee what influence and enhancement training would make relate to the performance of employees, quality aspects, and provide greater services. (Noe, 2002) suggested many methods of training needs assessments such as employee performance assessment, technology (software) use, reading (technical) manuals as well as records, surveys, and questions, and answers (interviews) with subject matter experts.

Above mentioned methods have certain advantages and disadvantages as well. Instead of using them separately, they are preferred to be used in combination with two or more to attain a useful training need assessment. After this evaluation, the gap is established between the desired performance and job actual performance of the employees, and try to eliminate this gap imparting the relevant training and development as it facilitates an organization to fill the gap between the identified factors. In addition to other benefits, it is also helpful in the career growth of an employee (Bibi & Khan, 2021).

2. Training Environment and Contents

Referring to the environment provided for training is seen to be a prime factor. As it encourages employees to show enthusiasm in attending the training along with the availability of the content needed for learning (Kunche, Puli, Guniganti, and Puli, 2011). In addition to the above, they also expressed that the environment for training should be designed concerning the questions (when, where, what, who) like:

- What is the date and day of the training session?
- Where the session (training) will be held?

- All relevant details concerning the training site are transferred or not?
- What are the transport arrangements required for trainees?
- What kind of resources are required?
- Who will be receiving training? Etc.

Organizations' training and development program content corresponds to their requirements, needs, the ability of learners, emerging market and environmental changes, organization's approaches, and so on. Content (material) of training and development ought to be prepared in the line of basic identified needs that lead to an effective training program. These contemplations had been found by (Goldsmith and McFall, 1975) and are listed below:

- Training content should be aligned with the corporate mission and strategy
- The quality of the training program's content should be given priority
- Easy to understandable content to be conveyed by the trainer.
- The training program's content is designed carefully as per the need of employees.
- The training program's content should also have an essence of some international aspects.
- Pertinent content is to be conveyed through liaison with trainers.
- Integration of T&D content with the approaches.
- Assessment and evaluation of training content.

3. Trainer's Competence

As per different authors, researchers and writers, many competencies are to be possessed by the trainers to impart the training. The trainer's role is well thought-out and essential for the delivery of the T & D program effectually (Analoui, 1994). Feedback is an influential skill (Gauld & Miller, 2004). In addition to this, a trainer should be competent enough to create a conducive learning environment for the participants and should also be a continuous learner. Timely decision-making and solving problems are also key competencies. (Gauld and Miller, 2004) specified that trainers must take into account of few competencies (e.g., fostering a learning environment as well as content delivery, goal setting skills along with the development of lesson plans, TNA and counseling, use of technology, assessment of training effectiveness, communication, and group learning, encourage group learning, build a relationship between the trainer and participants and having self-awareness and acting with the flexibility to attain the career growth. Cooperative, empathetic, and collaborative communication style.

4. Training Methods

The following T&D methods are described by (Raheja, 2015):

- **On-the-job training**

  On-the-job training is a method that is applied for new or inexperienced employees to learn job-related skills, duties, and responsibilities by observing the behavior of their managers and colleagues and trying to practice the learned behavior in the workplace. This training method is very convenient and inexpensive as employees can learn their tasks while being on their job (Tukunimulongo, 2016). Employees can learn better as they are receiving training on the same equipment and with the same standards on which they need to perform later in their careers.

- **Off-the-job training**

  Off-the-job training differs from on-the-job training as in this method, training is provided to employees separately from their actual workstations. The main emphasis of this type of training is on learning rather than performing. Employees who are provided training with off-the-job training methods are more flexible and have more freedom of speech. Below mentioned are some of the most commonly used off-the-job training methods:

  - **Lectures and conferences**

  These are the direct methods in which the trainees are provided with direct instructions. Lectures provided and conferences conducted are the primary and core steps of training as every training program begins with it. The trainers must have a complete command of the subject of training if they are to keep the employees engaged and motivated through these verbal lectures. This is the most commonly used method of training in colleges and universities.

  - **Simulation exercises**

  In this training method, a situation platform similar to the actual working environment is developed to provide training to employees. Four different simulation methods are cast off for employee training such as management games, case studies, role-playing, and in-basket training

- **Sensitivity training**

It is also known as T-group/laboratory training. It is given to trainers to make them understand themselves and others logically; this understanding is developed through behavioral flexibility and social sensitivity. It is like empathy in which the ability is developed to sense what others feel and then understand that feeling from their viewpoint. This training is given to extract the information regarding trainee's concerns, emotions, interests, and abilities. The sensitivity training method consists of three steps:

- Unfreezing of old values
- Developing new values
- Refreezing of new values

5. Training Evaluation

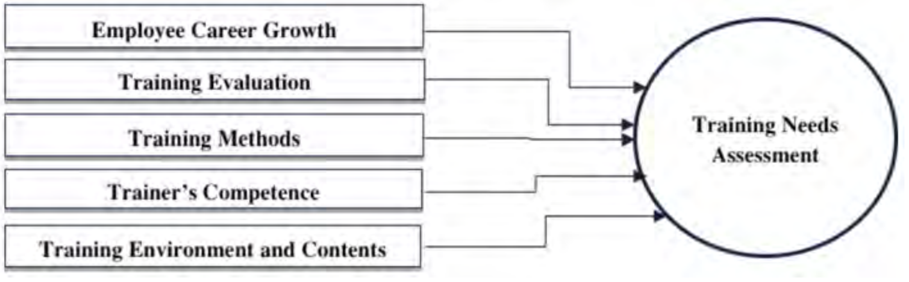
For assessment of training effectiveness, information is collected by an organization to assess the effectiveness of training in terms of what, when, how, and whom, with a prime focus on improvement in employees' performance as well as the progression of their career (Kunche et al., 2011). Henceforth, the effectual assessment of training can aid organizations to decide on training investment, and whether the desired result meets through T & D in terms of having a positive influence on organizational as well as human resource performance rather than just focusing on financial attainments.

As per (Hanif, 2013) training program should be evaluated to avail the following benefits:

- It helps to find out the strengths and weaknesses of the training program and to find out whether the training has created any difference in employee performance or not.
- To assess the training content so that it should be linked and compared with the content required for the job.
- To find out who are the beneficiaries of the training program.
- It helps in cost-benefit analysis to keep the track of costs incurred and benefits achieved from it.
- To make a comparison between different training programs and choose the best one most suited to the interest of the organization and trainees.
- Has transfer of training taking place?

Theoretical Framework

Theoretical framework is shown below in the diagram:



Development of Hypotheses

H_1: There is a positive impact of Training Needs Assessment on Employee Career Growth.

H_2: There is a positive impact of Training Environment and Content on Employee Career Growth.

H_3: There is a positive impact of a Trainer's Competence on Employee Career Growth.

H_4: There is a positive impact of Training Methods on Employee Career Growth.

H_5: There is a positive impact of Training Evaluation on Employee Career Growth.

RESEARCH METHODOLOGY

This research is descriptive and based on quantitative research. The population includes all middle-level managerial staff (managers, assistant managers, middle managers, supervisors, etc.) of Daraz. Pk that includes about 1,450 employees. Middle-level managerial employees are those managers who fall below the top level of management in the organizational hierarchy and are responsible for the functioning of the organization. According to the online table of (Krejci and Morgan, 1970), for a population of 1,450, the sample size should be 302 employees. While convenience sampling was used based on ease. A well-structured questionnaire prepared on 5-point Likert-Scale (Strongly disagree, Disagree, Neutral, Agree, strongly agree) was adopted from two articles – "analysis and evaluation of training effectiveness" (Kunche et al., 2011), and "impact of training on employee's development and performance in the hotel industry of Lahore, Pakistan" (Hanif, 2013). Statistical tools including Pearson Correlation and Regression analysis were applied to test hypotheses and examine the impact of various components of T&D on the career growth of employees with the help of SPSS version 23.

DATA INTEGRATION AND ANALYSIS

Reliability Test

A reliability test is carried out toward evaluating the questionnaire items. The results are considered valid when the alpha value is > 0.6. Hence the questionnaire is considered reliable based on the values mentioned in the below table.

Table 4.1: Cronbach Alpha (Reliability) Statistics of Individual Items

S. No	Variables	Alpha Value	No of Items
1	Training Needs Assessment (TNA)	0.883	5
2	Training Environment and Content (TEC)	0.669	5
3	Trainer Competencies (TC)	0.708	4
4	Training Methods (TM)	0.694	5
5	Training Evaluation (TE)	0.744	5
6	Career Growth (CG)	0.702	4

As per table 4.1, the Cronbach Alpha values exceed 0.6, hence the data instrument for this research is authentic and also indicates stable and consistent result values obtained from the questionnaire.

Correlation test

Table 4.2: Correlation test values

Correlations							
		1	2	3	4	5	6
TNA (1)	Pearson Correlation	1	.096	.221**	.347**	.245**	.451**
	Sig. (2-tailed)		.097	.000	.000	.000	.000
	N	302	302	302	302	302	302
TEC (2)	Pearson Correlation		1	.193**	.283**	.220**	.276**
	Sig. (2-tailed)			.001	.000	.000	.000
	N			302	302	302	302
TC (3)	Pearson Correlation			1	.232**	.306**	.400**
	Sig. (2-tailed)				.000	.000	.000
	N				302	302	302
TM (4)	Pearson Correlation				1	.307**	.527**
	Sig. (2-tailed)					.000	.000
	N					302	302
TE (5)	Pearson Correlation					1	.545**
	Sig. (2-tailed)						.000
	N						302
CG (6)	Pearson Correlation						1
	Sig. (2-tailed)						
	N						

As per the outcomes of the correlation analysis for TNA, the value of r is 0.451 which specifies a moderate and a positive significant correlation. For Training Environment and Content, the r value is 0.276 which shows a weak and a positive correlation with the significance level of .000. In the case of Trainer Competencies, the value of r is 0.400 which indicates a moderate and a positively significant correlation. For Training Methods, the value of r is 0.527 which shows a moderate and a positive correlation. In the case of Training Evaluation, the value of r is 0.545 which shows a moderate and a positive correlation with the 0.000 significance level.

Regression Test

A regression test is a test that produces model summary as well as ANOVA, and Coefficient tables as mentioned below.

Table 4.3: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.722[a]	.522	.514	.69678

The R value is 0.722 as mentioned in the above table which states the proportion of variation in outcome variable determined with the help of regression model. Whereas R square value is 0.522 which reflects that 52.2% of the variation in the employee career growth (dependent variable) is described by all other independent variables. Thus values explain that model fits and favorable facet for this study.

Table 4.4: ANOVA

ANOVA[a]						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	156.929	5	31.386	64.647	.000[b]
	Residual	143.707	296	.485		
	Total	300.636	301			

ANOVA is calculated to check how well the model fits with the data. According to above table, at a significance level of 0.000, the value of F is 64.647 which is lesser than the predetermined level of 0.05, hence it explains that all independent variables have done well in explaining their variation with the dependent variable.

Table 4.5: Coefficient Test

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.437	.197		2.217	.027
	TNA	.179	.035	.226	5.168	.000
	TEC	.056	.036	.067	1.564	.119
	TC	.137	.035	.167	3.863	.000
	TM	.237	.038	.288	6.327	.000
	TE	.310	.041	.335	7.570	.000
a. Dependent Variable: CG						

Table 4.5 shows beta and significance values for all independent variables. As per the result, TNA, trainer's competencies, training evaluation and training transfer, and training methods have a p value 0.000 which is lesser than 0.05; this variable is useful and has an influence on employee career growth whereas the training environment, has a p-value greater than 0.05; this variable is not having an impact on employee career growth.

CRITICAL DEBATE

Training Needs Assessment (TNA)

The Independent variable, Training Needs Assessment correlates with the dependent variable, Employee Career Growth because its value in tale 4.2 (Correlation table) is 0.451 which shows a moderate positive relationship. The p-value in table 4.5 (Co-efficient table) is 0.000 which shows that the hypothesis gets accepted and there is an influence of TNA on employee career growth as its value is below the preset significance level that is 0.05 and this independent variable is useful. Considering this, H_o is rejected and H_a is accepted with the sample size of 302 respondents. Employees are the most valuable resource of any organization therefore the needs for their development must be carefully analyzed and relevant training should be imparted to them accordingly (Muma, Iravo, & Omondi, 2014). Provision of training as per the identified needs of employees helps them to grow as well as also guides an organization to be more successful (Noe, 2002).

Training Environment and Content (TEC)

Independent variable Training Environment and Content is correlated with the dependent variable, Employee Career Growth. Its value in table 4.2 (Correlation table) is 0.276 which reflects the weak positive relationship. The p-value in table 4.5 (Co-efficient table) is 0.119 which shows that the hypothesis gets rejected and there is no impact of training needs assessment on employee career growth as its value is above the preset significance level that is 0.05 and this independent variable is not useful. Considering this H_o is accepted and H_a is rejected with the sample size of 302 respondents. As results of this research show no impact of TEC on employee career growth but many previous researches concluded that it has a significant impact on trainees. Learning environment has a great influence on learners and trainees. Practical and successful training environment with effective content delivery persuades trainees to acquire more and when they grasp more they will be able to employ the learned content better which in turn leads them to progress toward career development (Niazi, 2011; Lippman, 2010).

Trainer Competencies (TC)

Independent variable, Trainer Competencies is correlated with the dependent variable, Employee Career Growth as its value in tale 4.2 (Correlation table) is 0.400 which shows a moderate positive relationship. The p-value in table 4.5 (Co-efficient table) is 0.000 which shows that the hypothesis gets accepted as its value is below the preset significance level which is 0.05 and this independent variable is useful. Considering this H_o is rejected and H_a is accepted with the sample size of 302 respondents. When trainer is competent enough to impart training content as per wants and requirements then it reflects the level of professionalism. Professionalism of trainer should also be visible in the teaching techniques and conduct of the trainer not in terms of an effective delivery of content (Anthony & Weide, 2015). If the trainer has such skills that tend to upsurge effective delivery of content then employees will exhibit and display positive performance and head in the direction of career growth (Hawkins and Catalano, 2004; Anthony & Weide, 2015).

Training Methods (TM)

The Independent variable, Training Methods correlates with the dependent variable, Employee Career Growth as its value in tale 4.2 (Correlation table) is 0.527 which indicates a moderate positive relationship. The p-value in table 4.5 (Co-efficient table) is 0.000 which shows that the hypothesis gets accepted and there is an impact of TM on employee career growth as its value is below the preset significance level that is 0.05 and this independent variable is useful. Considering this H_o is rejected and H_a is accepted with the sample size of 302 respondents. Suitable training method adopted by the trainer helps in delivering the training content appropriately. It makes it easy for the learners to receive useful and necessary relevant skills and attributes that are required to perform their work effectively. Training method(s) should be chosen according to the need and requirement. The application of appropriate training methods has a major role in the effective transmission of training thus improving performance and leading to career growth among employee (Raheja, 2015).

Training Evaluation (TE)

Independent variable, Training Evaluation correlates with the dependent variable, Employee Career Growth its value in tale 4.2 (Correlation table) is

0.545 which shows a moderate positive relationship. The p-value in table 4.5 (Co-efficient table) is 0.000 which shows that the hypothesis gets accepted and there is an impact of TE on Employee Career Growth as its value is below the preset significance level of that is 0.05 and this independent variable is useful. Considering this H_o is rejected and H_a is accepted with the sample size of 302 respondents. The regular assessment brings in desired consequences for both the employees and the organization (Rafiq, 2015). Proper evaluation of training programs and other aspects of training helps an organization toward progressing in training practices. Such improved training practices need to be incorporated for the enhancement of employees' performance and skills and also it will help them to head toward their career growth (Kunche et al., 2011).

CONCLUSION AND RECOMMENDATIONS

Conclusion

The research concluded that Training and Development help in improving the career growth prospects of an employee. Those employees who receive training are likely to develop competencies as well as qualities through training and development opportunities that will aid them in increasing their efficiency and boosting organizational productivity as well. (Patrick & Kumar, 2011).

Overall, the components of training and development included in this research, have a tremendous influence on Employees' Career Growth in Daraz. pk, as 4 independent variables are accepted out of the five. Employees of Daraz. pk is very satisfied and content with the training procedure being practiced in the organization. According to the conclusion of this research, employees of Daraz. pk, are concerned with the training environment and content because either the training environment or content in the organization is not appropriate or there are some other issues due to which employees of the organization are not satisfied with it. Dissatisfaction with the training environment and content jeopardizes the learning capacities of employees subsequently resulting in an undesired hindrance in their career growth.

After receiving the training, the organization provides full support to its employees in suitably applying the acquired knowledge and skills to their jobs and also assigns them new tasks and responsibilities to evaluate their performances. This creates a sense of commitment and motivation in employees to improve their performance which ultimately helps them to excel in their career growth.

Recommendations

Given the analysis, the following is recommended:

- Management of Daraz. pk should concentrate on improving the training environment and content. A positive step in this regard would help in an effective transfer of training and resultantly trainees can grasp more without being affected by training environment and content barriers.
- Also, the aspect of appropriate training content should be considered by the trainers otherwise trainees will not be able to learn and grasp the required skills that can upgrade and elevate their careers.
- Human Resource Management should ensure that a two-way feedback mechanism regarding the training should be promoted to increase the effectiveness of the training program.
- Feedback received from trainers and trainees should be incorporated into future training programs.
- The results of this research also recommend that more research should be conducted on the impact of training and development on career growth considering other different variables.

Future Research Directions

Upcoming researchers may conduct comparable research in other different Pakistani industries like Telecommunication, Educational, FMCGs, etc. In addition, research can also be founded on gender specifications: like whether after receiving training, females are more rapidly inclined toward career growth or males. In the future, research can also be carried out by taking other independent variables related to training and development apart from the independent variables used in this research and this can be considered to assess their influence on the career growth of employees.

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HOW DIGITAL MARKETING AND PERCEIVED PERFORMANCE AFFECTS CONSUMER BUYING BEHAVIOR: AN EMPIRICAL STUDY OF KARACHI GEN Y AND GEN Z

Zehra Jabeen Khan and Dr. Sara Anjum

ABSTRACT

Currently, digital marketing has become an essential factor in campaigns to attract and retain online buyers. This study aims to identify how different digital marketing tools impact consumer buying behavior. This research shows the most appropriate actions to take while planning an online strategy and retaining users. This research also signifies that the perceived performance of those tools should be compatible with running an effective digital marketing campaign. The conclusion of this research shows factors that should be utilized while planning a campaign with digital marketing tools. The effect on Consumer buying behavior for online purchases is necessary for all SMEs, eCommerce, and online retail industries, especially their performance. Through this research, companies can identify which campaign is suitable for them to run in the market of Karachi. A full detailed study is required by having different performance indicators as mediators or moderators in the future.

***Keywords**: Digital Marketing, Consumer Buying Behavior, Perceived Performance, Digital Channels, Consumer Online Purchase Behavior*

INTRODUCTION

Scholars have studied the function of digital marketing in-depth for the past three decades. However, current research is mostly concerned with the function and effects of digital marketing in business-to-consumer (B2C) settings (Kim & Moon, 2021). The recent advancement of social platforms is one of the most significant changes in how people connect. This study aims to study how digital marketing affects consumer behavior in the expanding online purchasing industry. We'll also learn how the effectiveness of each digital platform affects consumers' decisions to shop online.

The emergence of the internet and the digital economy of business in recent years has forced a reconsidering of marketing strategies and, most of all, the purchasing habits of consumers by granting individuals access to global content, the ability to produce content, the ability to access Spreading infrastructure for consumer-generated media, and the ability to access an viewers (Tiewul, 2020). Communication, sharing knowledge, and encouraging individual creativity and invention have all benefited greatly from the internet.

Over 70% of the Pakistani audience uses a digital platform to access the internet and social platform to stay in touch with close ones. As a result, digital marketing is the starting point for any business looking to enter the Pakistani market and gain online sales and leads (*Scope of Digital Marketing in Pakistan - Digital Marketing Pakistan*, n.d.). Today, huge numbers of people use the social sites, media platforms, smartphone apps, and other forms of digital communication technologies on a regular basis. For illustration, 37% of individuals in Pakistan currently use the internet.

Digital marketing is also helpful for online customer purchases because it may be a source for products that are available online and that customers may like to choose and follow up on. Digital marketing also served as a platform for images, videos, and customer testimonials about their experiences using products and services. Social media gives information pertaining to all customers extremely clearly; therefore, using it would transform the way that people explore information about products or services.

In order for businesses to effectively compete in the new 2.0 & 3.0 marketplaces, ICT (Information and Communication Technologies) have been incorporated into all of these contemporary marketing techniques.

This technical business perspective can help micro, small, and medium-sized businesses modernize, obtain the tools they need to establish a lasting position in the market, particularly in the 2.0 and 3.0 sectors, and successfully identify their customers online. In fact, by 2017, digital channels are expected to account for approximately one-third of global advertising spending (Stephen, 2016).

The impact of digital marketing on Pakistan's major city was investigated in this study. The purchasing habits of Karachi residents are studied when they make direct or online purchases. The segments that follow will go over the study's theoretical foundation, methods, findings, discussions, and conclusions.

Research Objectives:

- To measure changes in consumer purchasing patterns caused by digital marketing technologies.
- To assess which digital marketing platform is most effective at altering consumer behavior.
- To determine the frequency of internet purchases by customers.
- To examine the many products and services that consumers are purchasing online.
- To understand the behavior of online buyers by perceived performance.
- To determine effectiveness of digital marketing by having high performance rate.
- To learn several performance-enhancing techniques that could improve online purchases

Problem Statement:

This study's main objective is to determine how digital marketing affects consumers' purchasing behaviors. An increasingly common channel for brand and consumer involvement over the past few years has been digital marketing. In order to serve customers and advertise goods and services, marketing experts have used a variety of media for years. The performance of those platforms is crucial since digital marketing also serves as a route for online purchases. With a focus on consumer time and security, we must examine what motivates customers to shop online and how any digital marketing agency may enhance its performance to attract more users as customers on online platforms. We can considerably understand consumer buying behavior online by analyzing the performance impact of each digital marketing instrument.

LITERATURE REVIEW

The general consensus is that large corporations, like Apple and Amazon, are reaping all the advantages that digital technologies can provide, whereas small or local businesses find it difficult to gain in any way (Makrides et al., 2020). Online surveys are considerably more practical for organizations to use to collect pertinent information from certain target audiences and analyze the results based on their responses. To decide wisely whether to purchase a good or use a service, prospective customers can check for reviews and suggestions. On either hand, companies use pertinent online customer feedback to understand their customers' demands better.

Setting a goal to increase brand awareness abroad through the use of digital marketing strategies necessitates the development of a well-thought-out strategy that can successfully take advantage of new technical developments.

For businesses that use it, digital marketing offers five significant benefits.

- First, both big and small businesses can do this.
- Second, Comparing the advertising space to print and broadcast media, there are no restrictions.
- Third, compared to express mail or even faxes, information access and search are quite quick.
- Fourth, anyone from anywhere in the globe can access the website at any time.
- Fifth, shopping alone can be done more quickly.

The attributes of digital marketing as it relates to promotion as a component of the marketing mix (4Ps). These effects persisted despite posters' favorable product experiences and commitment to these (Schlosser, 2005) there are Website, Search Engine Optimization (SEO), Paid Search Click- based Advertising (PPC advertising), Affiliate marketing, and strategic partnerships (affiliate marketing and strategic partnership), online public relations (Online PR), social networks (social networks), Email marketing (Email marketing), Customer relationship management (Customer Relationship Management. In addition, digital marketing has SMM, Mobile marketing, Content marketing and management, and Marketing analytics. The study makes an effort to thoroughly investigate the relationship between each aspect of the digital marketing tool and Consumer behavior on its own. Contrarily, a number of hypotheses have advocated undertaking additional research to comprehend the behavioral aim of people like the CBB.

Consumer behavior studies how people choose what to buy? It attempts to comprehend the many steps people take before making a purchase and how consumers choose, utilize, and dispose of goods and services. Consumer behavior is also known as how consumers' feelings, attitudes, and preferences influence their purchasing decisions.

Understanding the various consumer types and their distinct purchasing behaviors based on their involvement with the purchasing process and their capacity to recognize key brand differences is crucial when it comes to an understanding how consumers behave when making purchasing decisions. (Hawkins, 2012) says as the level of interest a consumer has in purchasing a good or service, the phrase "buying engagement" might be used.

(Kotler, 2011) give the following description of Assael's model of the many customer purchase choice behavior types:

1. Complex buying behavior - this term describes consumers who are highly involved in the purchasing process and who are able to discern substantial brand distinctions.
2. Dissonance-reducing buying behavior - describes consumers who are very involved in the purchasing process but who are unable to distinguish meaningful distinctions between brands.
3. Habitual purchasing behavior - This relates to consumers' poor purchase engagement and their incapacity to recognize important brand differences.
4. Variety-seeking purchasing behavior - describes customers' minimal purchase engagement and their capacity to recognize substantial variations between products.

Buyer decisions are influenced by several important cultural, psychological, social, and personal factors. Consumer behavior research looks at demographics, social groups, like families and friends, and media influence on consumer behavior.

Previous studies have shown that even a small number of unfavorable reviews can significantly influence consumer purchasing behavior and choice (Schlosser, 2005). This is because a consumer may create a fundamental link with the other buyers. As a result, consumers increasingly rely on social media networks and websites to gather information about products before making a decision (Ramsunder, n.d.).

Hypothesis:

In the evidence of above literature review following are the hypothesis which are formed by author:

H1: Digital marketing (DM) has positive impact on consumer buying behavior (CBB)

H2: Mobile marketing (MM) has positive impact on Consumer Buying Behavior (CBB).

H3: Social media marketing (SMM) has positive impact on Consumer buying behavior (CBB). **H4**: Pay-per-click (PPC) advertising has positive impact on consumer buying behavior (CBB) **H5**: Search Engine Optimization (SEO) has positive impact on consumer buying behavior (CBB)

H6: Email marketing (EM) has positive impact on Consumer buying behavior (CBB)

H7: Consumer buying behavior is positively influenced by digital marketing tools.

H8: If perceived performance (PP) is effective than digital marketing (DM) tools will be more effective.

H9: Perceived performance (PP) influences the relationship of Digital marketing (DM) and consumer buying behavior (CBB)

METHODOLOGY

Research Approach

This research is a combination of exploratory and Descriptive research, as some variables are unstructured, and the suggestion was so important in data collection. Using primary data, this research employs a Qualitative and quantitative (Mix method) approach to gathering data. The main cause of this is that it prompted the investigation into the causal relationships between factors in an effort to comprehend consumer behavior in comparison to digital marketing and their perceived performance in Karachi.

With a limited sample size, the qualitative research approach conducts an exploratory study to better understand the issue at hand. Flexible methods, such as interviews, open-ended questionnaire questions, and observations, are used to gather qualitative data. These methods aid the researcher in collecting replies to research questions which are based on the respondents' reflections on their expressions of emotions and experiences related to the issue (O'Gorman, 2015)

The study's primary goal is to evaluate consumer purchasing patterns in relation to digital marketing when those campaigns perform poorly with consumers who use or shop online. The study's main goal is to gather information and generalize findings from a wide sample of the population. As a result, it emphasizes completing a structured questionnaire with formal questions asked in a precise order and structured response options.

Whereas on our variables like Digital marketing and CBB consumer buying behavior, research has already taken place, but we are applying it to an exploratory variable, so questions driven from both are interlinked with descriptive and exploratory, and their correlation over each other. This research has a proposition of scientific knowledge and business sciences thus, the approach of this research is Basic. It is theoretical base and theories which are being used in this research are UTAUT (Unified Theory of Acceptance and Use of Technology), TAM (technology acceptance model), and CBB (consumer buying behavior).

Measures of Constructs

Digital marketing measurements were adapted from (Tiago & Veríssimo, 2014) based on nine attributes of online or digital presence of people on social media, search engines ads, emails, mobile applications, mobile marketing and their behavior with online advertisement. Second, consumer buying behavior (CBB) was analyzed by (Verplanken & Herabadi, 2001).

Consisting of seven constructs mainly focused on buyer's behavior towards each online platform, their buying consistency, their ease of shopping, their satisfaction with digital purchases. The idea for the third measure, Perceived performance, was taken from (Tran et al., 2019), which has seven questions analyzing customer experience with online performance, their reaction to speed and interface while using any application, devices they feel easy to use while purchasing online stuff and for discussion, we asked for their feedback that what can improve customer experience by digital buying.

Sampling Technique

According to the (worldpopulationreview, 2022) world population review, it is estimated that the population of Karachi is 17.6 Millon. and in the report of statistics of Pakistan (statista, 2021), it is concluded that 60% of the population is lying between the age bracket of 15-64.

It is also stated in a report published by "date reportal (Digital 2022:

Pakistan, 2022)" that around 40% of the population is lying between 18-44.

In another report of date reportal (Digital 2022: Pakistan, 2022), it is stated that 36.5 percent of the total population is using the internet.

Therefore according to facts and figures, the total population size for this research is probably 2.5 million.

Stratified Random Sampling technique is used for the Overall population. The target audience is stratified into five subgroups which is their area of living. The researcher chose District East, District West, District South, District Central and Malir District and questionnaires were spread in each district. The idea behind choosing these districts is that these areas have the most coverage of the city.

Research Design:

The questionnaire is created in such a way that responders would find it engaging and simple to understand. Furthermore, the created questionnaire gathered only relevant information and included questions that were required to achieve the research objectives.

The questionnaire was constructed with the assistance of the research supervisor. Language which is used in questionnaire is English for the targeted group of people. The questionnaire was created in such a way that it will be confidential, and people who fill that out will stay anonymous. This allowed respondents to remain anonymous and avoid personal identification.

Questionnaire followed a specific framework and included several types of questions. The first part of questionnaire is to collect demographic containing age, gender, educational level (EL), area of living, and furthermore, in a multiple-choice format. The second part is for the use of Digital Marketing for online purchases in respondents' daily routines. The third part was to collect Consumer behavior toward behavior towards different online channels. Last and fourth we obtained their response on the Perceived performance of digital marketing which respondents are using and what are the most sources they used for their online purchases.

Data Collection:

The questionnaire was used for data collection. Every survey was conducted online via Google Forms. The five-point Likert scale, which is strongly agree to strongly disagree, includes 4 parts. The age range of the study's target population is 18 to 40. There are differences in Gen Y members' educational levels and access use of digital marketing. As a result, it is clear that discrepancies between age groups will exist depending on the greatest level of education, gender, and occupation (Noble et al., 2009).

Self-administered paper-and-pencil intercept survey was deemed appropriate for the purpose of this research as the target group is young adults (De Vries & Carlson, 2014). Respondents were also approached through online surveys and personal interviews. Only those respondents were allowed who are likely to use online channels to buy stuff online.

Questionnaire was spread among 600 people between the period of august 2022 and November 2022. In that period author received 492 responses of which 458 were selected for data analysis.

Software:

SPSS software and SmartPLS 4 (Ringle, 2022) was used to check confirmatory factor analysis (CFA). The PLS-SEM model is used to check outer loading and discriminant values of collected responses. Abstracted data from SPSS is then transferred into an excel file to create bar diagrams and pie charts for better presentation.

Data Analysis Technique:

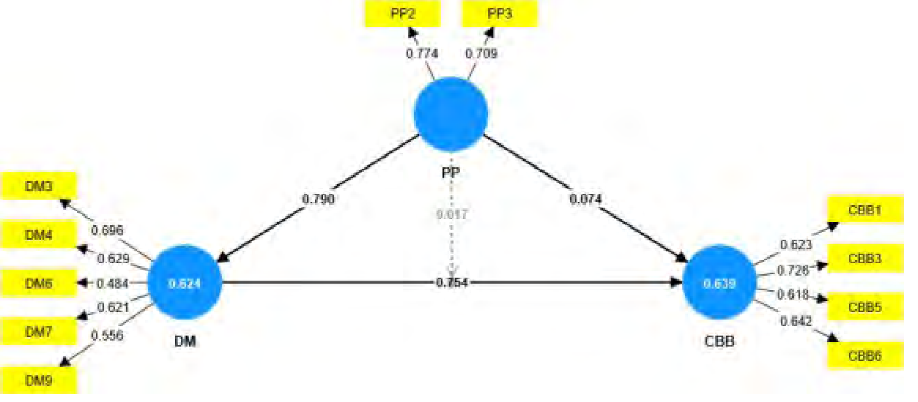
For descriptive statistics, SPSS software is used, and to analyze inferential statistics researcher used SmartPLS. For all direct models, SPSS analytics is used. Hypothesis test runs are performed in the same tool.

In SPSS linear equation model is used to run hypothesis and correlation formation. For analyzing data, the author uses PLS-SEM, and for the calculation, the researcher uses a consistent PLS algorithm technique.

The measurement model was reflective, and all outer loadings are analyzed in SmartPLS. The same software also identifies Cronbach's alpha and Construct reliability and validity.

Cronbach's alpha is acceptable at the level of .70; in this study, Cronbach's alpha crosses 0.70 (Fornell & Larcker, 1981a). The acceptance rate of composite reliability is 0.60; the three variables in this research have Composite Reliability between the range of 0.71 to 0.748, which is a good result. After analyzing data, the value of average variance extracted (AVE) was less than 0.50 in 2 variables, but according to (Fornell & Larcker, 1981b) that if composite reliability is higher than 0.60 then the value of AVE less than 0.5 is acceptable, which indicates that this model has accurate reliability and validity.

Results and Findings:



The reflective model is derived from SmartPLS version 4, indicating the relationship of each variable. PP (perceived performance), DM (Digital Marketing), and CBB (Consumer buying behavior). The R square of CBB is 0.639, and the R square of DM is 0.624, showing a good relationship.

Discriminant Validity:

In the Discriminant validity of this paper, the author has analyzed a strong relationship between DM and CBB of 0.8, with PP and CBB having positive relation of 0.644. PP and DM relationship is high with a value of 0.786. between Digital marketing, perceived performance, and consumer buying behavior there is a positive correlation. HTMT matrix is used for correlation for different variables.

	Heterotrait-monotrait ratio (HTMT)
DM-> CBB	**0.800**
PP-> CBB	**0.644**
PP->DM	**0.786**
PP x DM-> CBB	**0.326**
PP x DM->DM	**0.410**
PP x DM->PP	**0.607**

Demographic Information:

Age of Respondent		
	Frequency	Percent
18-24	256	55.90%
25-30	154	33.6%
31-39	48	10.5%
Total	458	100%
Gender		
	Frequency	Percent
Male	254	55.5%
Female	204	44.5%
Total	458	100%
Education Level		
	Frequency	Percent
Matric	20	4.4%
Intermediate	106	23.1%
Bachelor's Degree	170	37.1%
Master's Degree	144	31.4%
Professional Certification	18	3.9%
Total	458	100%
Occupation		
	Frequency	Percent
Employed full time	232	50.7%
Self Employed	56	12.25
A Housewife	28	6.1%
A Student	142	31%
Total	458	100%
Do you buy things over the internet?		
	Frequency	Percent
Yes	408	89.1%
No	50	10.9%
Total	458	100%

In this research, the data is collected from 17% of district malir, 15% from district ease, 36% from district central, 15% from district west, and the remaining from district south. The researcher analyzed that 48% plus respondents are buying products from online channels every month, and 37% are utilizing this channel once or twice a year.

Discriminate Validity:

	CBB	DM	PP	PP x DM
CBB	0.91			
DM	0.800			
PP	0.644	0.786		
PP x DM	0.326	0.410	0.607	0.420

Summary of Results:

Proposed Paths	Pearson's Correlation	p-values	Hypotheses
H1: DM ---> CBB	0.412	0.00	Supported
H2: MM --> CBB	0.215	0.00	Supported
H3: SMM --> CBB	0.521	0.00	Supported
H4: PPC --> CBB	0.321	0.00	Supported
H5: SEO --> CBB	0.382	0.00	Supported
H6: EM --> CBB	0.042	0.00	Unsupported
H7: CBB --> DMT	0.488	0.00	Supported
H8: PP --> DM	0.932	0.00	Supported
H9: DM x CBB --> PP	0.326	-	Supported

DISCUSSION

This study is for a specific geographic region and the central idea of this research is to conclude how consumer behavior is being changed by different digital marketing tools and if the perceived performance of those tools gets better, how will this impact consumer buying behavior.

Karachi is one of the most populated cities in the world, with internet users thirty-six percent and in this figure, around 82% of people are those who have purchased any kind of product or service through online stores. This research is based on a small group of people but if we look at overall factors, there are 17.6 million people who have the potential to buy stuff online.

From the authors' point of view, the purpose of this research met its objectives and this study is conducted successfully. The finding of Karachi cannot cover the population of the whole city but in different areas and different age groups, it is clear that digital marketing and its performance is affecting consumer buying behavior.

It is also clear that email marketing is not suitable for this audience because it is forming low relations among each other.

From asking people their opinion for better performance of the online channel, they recommended that by having multiple payment methods, making it more user-friendly, integrating it with different social platforms, and adding video teasers and genuine reviews of the product, buyers will be more attracted towards online marketing.

RECOMMENDATION:

The majority of the population is buying Apparel, fashion accessories, groceries, and food through the online channel so those SMEs who are newly entering this industry have a good scope and market. For those marketing agencies which are in the market and working on inbound campaigns, this research will help them to analyze the best audience to target from specific online mediums.

LIMITATIONS:

This research is limited to the boundaries of Karachi and from Karachi, there are two other districts that can be utilized in the next research. Time was limited to meet research submission, therefore by taking more surveys, this research can be used for the population of major cities in Pakistan.

A full detailed study is required by having different performance indicators as mediators or moderators in the future.

This research can also be used from the company's perspective, and that will signify how digital marketing channels are helping their business and what performance indicators can be improvised for more customer buying. For B2B market, data should be collected in qualitative form purely for better ideas.

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Journal of Business Strategies, Vol. 16 No.2, 2022, pp 39–56 *DOI:10.29270/JBS.16.2(22).03*

THE FACTORS THAT AFFECTS THE RATE OF RETURNS OF AMCS IN PAKISTAN

Imtiaz Ali

ABSTRACT

This study investigates factors that affect the rate of returns of AMCs in Pakistan. For this, four major types of Mutual funds were selected, and the effect of four macro-specific variables on their returns were investigated by using unstructured interviews, developing and comparing the effect of the factors in different categories of funds & for different classes of funds. Results showed that the factors positively impacting the rate of return are GDP Growth, Saving, Consumption & investment of the economy, along with Fund Size and the characteristics of the Money Market. Some variables have no impact on the rate of returns, i.e. Liquidity, Asset Turnover and Management Fees. This study figured out that Inflation and front-end load have a negative impact on the rate of returns of AMCs. The characteristics of equity fund impact have challenging to analyze with the rate of return because the relation of fund returns mostly depends on the fundamental of the stock market. However, macroeconomic factors affect the fund market or any specific class of funds.

Keywords: *Rate of Returns, Mutual Funds, Fund Performance, Macro-specific Variables*

INTRODUCTION

Background of the Study

A mutual fund is the security of investment which permits investors to supply money to one with professionally accomplished investment (Mobius, 2007). This mutual fund is an investment scheme called a business pool and asset management company (AMC) by knowledgeable business firms. Determine investments according to different instruments and areas with L. Compared to individual investors, AMCs can profit through the stock market because they have excellent professional skills and market knowledge – limited professional investment management. There is a service fee, which is called front-end and back-end downloads—distribution to investors in AMC units. Investors can quickly buy and sell one or more units at a current net asset value, which is different from the daily net asset prices available on the Mutual Fund Association of Pakistan (MUFAP).

Initially, the mutual fund industry was in the hands of the Pakistan government through the National Investment Trust (NIT) and the National Investment Corporation of Pakistan (ICP). Still, due to red tape in most cases, government organisations could not get it done as planned, and the PCI funds were then transferred to the privatised sector.

Mutual funds have played a pivotal role in the Pakistan economy over the past two decades. The mutual fund sector has grown by 13.4% in the last ten years. There are many sectors in the mutual fund sector, and AMU has the largest market share with PKR, accounting for 1% of total business.

Unlike equity and equity support funds, money markets and income funds are growing, especially in linked asset management companies. Credit rating agencies, magazines, and news agencies help investors invest in mutual funds. Investing in stocks is one of the best ways to reduce risk (Grinblatt & Titman, 1994). Many companies in Pakistan invest heavily in stocks like "UPL Fund Manager Limited", "All Mission Investment Management", and "NBP Fullerton Asset Management".

There are several procedures for examining the performance of mutual funds relating to the quality and stability of fund management. Therefore, this scale can be classified as risk-adjusted return, risk-related repayment (in French), higher return (FR minus risk-free rate or FR minus benchmark return), and risk-adjusted return. This report is used to assess the performance of mutual funds in the world of mutual funds, both individually and by credit rating agencies that have developed their value for mutual funds, as previously explained. The winning financial model is used. On the one hand, they discuss the matrix described above against which performance can be measured.

On the other hand, many internal and external technical changes can have a significant and powerful impact on the performance of individual funds. As an external factor, investor behaviour is the most influential factor that can significantly affect the mutual fund industry and cannot be predicted due to many other factors that change the stock market, such as severity and horoscope effects capacity, and impact on the market. That is because mutual funds are indirectly involved in the debt and equity markets.

As such, access to capital markets is mercilessly killing the world of mutual funds. Furthermore, external risks such as national, sovereignty, and investment risks are catastrophic. As a democracy, political stability, monetary regulation, and politics play an essential role in the development of the stock market and in facilitating exchange rates, interest rates, and parameters for domestic and foreign investment. The best policies provide an important area for an investor. To raise the stock market. Besides, many other factors can affect the stock market, such as the global Covid-1 epidemic that has devastated the stock market, and investors are still unsure whether to invest appropriately. All of these external factors have a direct impact on the stock market. That is because what impacts the stock market also means mutual funds.

In Pakistan, AMC is believed to have an IT infrastructure (easily accessible to investors through portals and smartphones), extensive distribution channels, a competent research team, and professional fund managers. Many AMCs do not have good IT infrastructure, and investors face many hassles when making real-time transactions. Despite their five-star rating, AMC management has not improved much. The classification of funds as Islamic and traditional behaviour groups has dramatically increased the identification of assets under the AMCs (AUM) and, as mentioned earlier, the potential for investors in the mutual funds sector. Behaviour has a significant impact on the stock market. Therefore, as Muslims, many investors are now investing in Islamic mutual funds instead of the usual Islamic UMS. Therefore, the right and timely strategy for classifying funds plays an essential role in financing. The rating group can be classified according to Islamic and traditional principles such as equity, asset allocation, equity, income and money market funds.

Furthermore, recent research shows that listed companies are now following Islamic Sharia because of the direction they have been suggested in Islamic finance. To get a place in investors' minds, good investment management plays an essential role in developing appropriate investments and attractive and experienced management. They are reluctant to invest in AMC, providing a high position for the quality management of independent organisations (rating agencies). Last but not least, each AMC uses an entirely different investment strategy at market time, taking into account stock market rules, market opportunities and risks. However, creating a more complex portfolio than others is because each AMC develops different criteria, rules and procedures for building its portfolio or investing in it to maximise investment. The following parameters may have some positive/negative effects on the returns of AMCs.

OVERVIEW OF VARIABLES

GDP

Economic growth is generally viewed as positive for equity returns. This belief states that there is a positive correlation between the real economy and the financial markets. Therefore, it would be wise to invest in equities from countries with stable economies and strong growth prospects.

Inflation

Inflation refers to a continuous increase in the general price of goods and services in a country. Inflation raises the standard of living because it reduces the currency's purchasing power as goods and services become more expensive. This results in lower demand for goods and services, reducing investment and productivity. This study estimates that inflation will have a negative impact on the performance of mutual funds. The inflation rate is measured using the consumer price index.

Size of Funds

Fund size is an essential factor in evaluating the performance of mutual funds. This helps to explain the value of money invested in mutual funds. The total return on funds is directly related to the size of the fund, and the fund manager can benefit by investing in different areas, such as the money market and capital market. There is a correlation between financial volume, equity financial performance, and the securities market. This is because it is relatively small compared to relatively large equity funds in the form of bond funds. The size of the fund significantly impacts performance, especially if the number of funds is a weak asset. The performance of the fund contrasts with the assets under its management. Therefore, it is essential to control the size of the financial family as the size of the fund can significantly impact its performance.

Liquidity

Liquidity refers to the ease with which a security can be bought or sold. Mutual funds are fraught with liquidity problems due to their size due to the large number of blocks of shares they have to sell. These problems are known as the market costs of mutual funds. Is that what has to be paid to buy shares above the market price? Therefore, the concession to sellers is below the market price to accommodate the large volume of positions they wish to trade. One way to avoid losing mutual funds due to liquidity problems is to limit the number of funds so that their respective equity positions are below the market capitalisation of the companies that tend to invest in them.

Fund Turnover

Turnover is a percentage of the fund's ownership that has changed over the last few years, giving managers an idea of how long they will hold their shares. The accountant calculates the fund's turnover by dividing the total purchases and sales (whichever is less) by the year. This calculation is easy to convert. A fund that trades 25% of its portfolio in a particular year holds shares for an average of four years. It's superficial, but the level of variability has its own characteristic. For example, significant changes in mutual fund equity capital (turnover) can be misleading about mutual fund trading activities. If the manager does not change the trading speed, the turnover will decrease as the wealth increases. Similarly, a decrease in the capital base can increase the fund's turnover.

Earning money can give you an idea of an officer's job, but you are not required to leave the account number for deposits. In general, regular executives tend to sell lower search scores than executives who work in short positions. In general, managers are considered to influence the highest sales significantly. However, with savings, most managers use investment strategies to increase search numbers. Therefore, search scores are atypical to standard higher, even if the majority is for non-combat funds.

Management Fee

A management fee is computed as a fixed percentage of the average net assets supervised by the company for offering workplace and professional management, including all administrative services and accounting.

Front End Load

Front end load or cost are shown as "Sales Commission on Cargo Front" (Sales Invoice) or "Refund" (Certificate at the time of sale). No Charge "Funds, as the name suggests, are forward-selling costs. Sales prices are a barrier to trade. Mutual funds have to cover all costs, overhead expenses and competition. Because it increases these costs, knows the investment costs, and costs and affects them. Employment is usually described and documented in Financial Management Assets (AMC), and all daily expenses as the average value of funds. Financial Investment Advisory manages items that do not contribute to financial management costs and often equals a small portion of the funds allocated to fund managers. These funds' average net worth (NAV). Therefore, the payment system is fundamental in determining the fund's performance, and it cannot be said that the payment system is the fund's experience performance. They are dealing with collective inquiries of workers. Managers are customers who know they have the overhead costs. Yes, which also shows some situations beyond the order of your master, leave as a sergeant. Set a time. But not so with low-cost more is needed signs.

Equity funds

This type of money is invested in the stock market, which benefits investors as much as the stock market can provide; however, such investments involve instability and greater risk and thus belong to groups. Is there anyone who wants more risk and can invest in the long run? Net equity funds include various equity funds, index funds and sectorial funds. Mutual equity funds invest in several different stocks, while sectorial funds, which are essentially equity funds, vary. They limit their investments and are only part of a specific sector. Therefore, there is more risk than different equity funds. The investment of the index fund is considered passive and occurs only in some index stocks, so the movement of the index will control the fund's performance.

Income funds

Some invest in mutual funds and bonds. Mutual funds will be provided without requiring multiple incomes, chains of bond exposure and readiness to purchase. Many investors get this money for a different share or, in other words, to provide current income. For most other bond markets, investing in bonds is slightly higher than investing too much in stocks. You usually rely on businesses to look after our customers with table ribbons. He could be saved from mutual funds, not a bail captive without taking action.

Money market funds

Open funds are those that only invest in the money market. This fund invests in short-term debt securities such as TBILLS (Treasury bills), cash on delivery (certificates of deposit) and securities. The main objective is the paramount protection protected by simple dividends. The Fund's Net Asset Value is set at USD 1 per share to simplify the accounting process by assuming floating interest rates. The money market is a very liquid investment and is therefore often used by financial institutions to hold un-invested money currently. Unlike bank accounts, most money market deposits are not FIC-insured. And the risk is shallow. Although money market funds are one of the safest mutual funds, they are very likely to fail. But it is very unusual. The most considerable risk when investing in money market funds is the risk of inflation, which can make repayment difficult. Therefore, it can undermine the purchasing power of the money invested by investors.

Asset allocation funds

These mutual funds offer investors a portfolio that consists of a fixed or variable composition from three main categories of assets, namely bonds, stocks, and cash equivalents. Some asset classes are held over time by specific asset allocation funds, while others change the composition of that share in response to changes in investment or money markets.

Islamic/Shariah-Compliant funds

These funds are further divided into Shariah Stock Organization, A fund that invests in stocks in accordance with Islamic law; the goal of a mutual fund is long-term growth through capital growth, even though profit and perceived capital are the sources of income. According to Sharia, income funding provides sustainable capital for Islamic sustainable income streams like Suk and others. The company invests in short-term and long-term Islamic debt securities. Sharia money market: Among the different types of mutual funds, the money market is one of the safest and most stable mutual funds according to Sharia law. These funds invest in Islamic short-term debt securities.

Pension funds

Pension Funds: Pension Fund is a way to save for retirement. It includes a range of security plans, from social security to donations, to determine or plan to determine company profits. In addition to commercial banks and investment funds, pension funds are the third largest capital available for loans or investments.

Pension Funds in Pakistan: Pakistan has weak pensioners, more substantial than most countries. Pakistanis rely primarily on future generations to maintain retirement. Most of the population does not have a pension and is entirely dependent on the general family support system. Pakistan's financial sector has two main investment sectors: (1) retail investors and (2) companies. With numerous investment firms, AMC appears to be more at risk because the company's withdrawals from the fund ultimately failed, and AMCs. AMC companies and individual investors are classified in the business plan. A less risky investment in the case of a highly rated company.

Research Objectives

However, AMCS Quantum is betting on making a significant market share in Pakistan's capital market. Compared to the stock market, this sector has great potential to attract attractive investments. Not only did potential investors in Pakistan welcome this industry to create more investment opportunities in Pakistan, but the mutual fund industry has also proliferated in emerging, emerging and emerging markets. Thus, research is needed to identify variables capable of changing the return rate and the purpose. The study is to identify some basic but essential parameters directly or indirectly related to AMC. Revenue rate

Research Questions

Following are the research questions for this qualitative study.

1. Does the GDP growth impact the rate of returns of AMCs?
2. Does inflation impact the rate of returns of AMCs?
3. Does saving, investment, and consumption impact the rate of returns of AMCs?
4. The rate of returns of AMCs impacted by individual investment?
5. The rate of returns of AMCs impacted by company investment?
6. Does liquidity impact the rate of returns of AMCs?
7. Does the fund size impact the rate of returns of AMCs?
8. Does the asset turnover impact the rate of returns of AMCs?
9. Do the management fees impact the rate of returns of AMCs?
10. Does the front load impact the rate of returns of AMCs?
11. Do the characteristics of the Money Market Funds impact the rate of returns of AMCs?

12. Do the characteristics of Asset Allocation Fund impact the rate of returns of AMCs?
13. Do the characteristics of Equity Funds impact the rate of returns of AMCs?
14. Does the characteristics of Islamic/Sharia compliance Fund impact the rate of returns of AMCs?
15. The behavior of the rate of returns of AMCs in relatiaboutR?

Limitations of the Study

The mutual fund industry has emerged in recent years, which has been limiting among investors. The investor does not want to invest his money in something other than his own business. That is one of the main restrictions on mutual funds in Pakistan. The development of Pakistan's mutual fund regulator has also been limited. Investors who invest in AMC rely on investment managers to make informed decisions about their mutual fund portfolios. If managers do not perform as expected by investors, investors may not get much of their investment.

LITERATURE REVIEW

Mutual Fund

Mutual funds provide extensive research. Several studies have helped to evaluate the performance of the organisation. (Sharpe, 1966), formally introduced the principle of capital asset valuation (CAPM). Researchers such as (Treynor, 1965) and (Michael, 1964) used the same model. (Treynor, 1965), studied the effects of markets on portfolio revenue. (Michael, 1964), found that fund activity is related to a specific index. Alpha-positive funds won the market. (Chang, 1984), studied revenue through regression and financed most of the budget from market profits.

Theoretical Framework

(Fama, 1972), winner of the Nobel Prize in Disaster Management for the Arts, It should be noted that the assistance of a renowned economist is also in addition to the approved plan. Teaching is based on stock market data, market prices and profits, the best information any investor can put in place, and the best way to make intelligent decisions for their safe return. Assuming that the three major markets are to move by mutual consent in the morning, it has been said that the dynamics of investment with investment reflect the role of statistics. Because it's not different from vector, all investors have the same information, no one cares, and they do not go into higher profits for investors in other contracts. They cannot compete with an equal number of competitors, return, defeat the market, are Unable to pay, and investors' income. There are three basic formulas for estimating: weak-strong, strong, and semi-strong. EMH has three theories. First, there may be a couple of figures in the market for all investors. Second, each investor will maintain the same level of equipment. Third, there is no market return for the investor. Furthermore, there is a poor need to be better in the strong market performance rating of Art.

Mutual Fund Growth and History

Mutual funds are an ancient investment vehicle that collects savings from retail investors to invest in money market instruments or stocks and bonds (Shah & Hijazi, 2005). The concept of this investment company originated in Europe at the end of the 18th century when the Dutch trader Abraham van Katwitch asked investors with limited capacity to invest. The concept of "investment pools", or the inclusion of 19th-century investment in England, brought the idea closer to the coast of the United States. The British Company Law Representation (Company Law 1862 and 1867) distributed profits from corporate investments and investor liabilities limited to investments. In the early days of UK funding, linking to the US stock market was common practice to facilitate post-war funding. Founders in February 1873 were SAIT (Scottish American Investment Trust) and Robert Fleming (Pioneer Fund), who invested in the economic potential of the United States with American railroad bonds (Gupta & Aggarwal, 2007).

Performance Measures of the Mutual Fund Industry

Before 1965, comparing financial profits and evaluating financial performance with portfolio managers was a function of mutual fund performance. Perhaps the closest study (1959) that will soon be available is a comparison of the effectiveness of two mutual funds, that is, a comparison of the effectiveness of fully mutual funds with open, closed, and open packages. Open mutual funds can be three times more than closed mutual funds. (Brown & Goetzmann 1997) have argued that each mutual fund has different benchmarks for measuring performance; in other words, the benchmarking criteria for each mutual fund are reflected, as are initial performance and acceptance. The relationship between the analysed analyses is also included. Financial goals, risks, and revenues. Some studies have been conducted to accommodate the debate, one of which is (McDonald, 1974). This study showed no evidence that market managers with 123 mutual funds can decisively beat the market in terms of risk-balanced earnings compared to the market line. (Ippolito, 1989) assessed the impact of balanced British investment confidence risks through the activities of Monetary and Jensen. He explained that the study did not analyse the performance of the London Stock Exchange index.

Mutual Funds in Pakistan

A mutual fund is a tool that clients who buy their shares use to raise funds to hold them in a group of shares at the time of purchase and sale. The existence of securities is determined by the Securities and Exchange Commission (Reilly & Brown, 2011). These limits are established because each intrinsic movement is a portfolio that puts the expected return at risk. Create a group of wallets. Mutual funds are the fastest growing institutions in the world because, through their expansion over the last decade, they have managed risk management tools. A mutual fund in Pakistan is an attractive investment option. The study shows that mutual funds have seen tremendous growth, with an intrinsic value (NAV2) that increased by more than 30% between 2008 and 2019. The increasing number of fund shares and net assets sold shows that mutual funds are becoming a popular alternative to investing. As of June 30, 2017, 20 asset management companies managed 233 funds, including closed and closed voluntary pension plans and terminal funds. As of June 30, 2016, assets under management of up to Rs 622.35 billion. Pr June 30, 2017, 27% more than the previous year at Rs 574,290 crore. On outstanding loans followed by Rs 22.8 million of closed loans, e. $ 25.26 billion for "voluntary retirement plans." Entry was significant due to low-interest rates, with most income groups moving to share classes and asset allocations during the year. The equity fund pool consisted of Rs 270,690 crore (37%) than last year, followed by a dividend fund pool of Rs 101,460 crore. Low group (20%) and money market at Rs 77.88 billion, an increase of 40% over the previous year. This year there have been many donations (both are Sharia-compliance). Find the class at Rs. 87.010 million total entries to the industry were discovered. It continued to be an investor focus as this class received a net income of Rs 81,960 crore. Sharia-compliant funds currently amount to 237.82 billion rupees Mod. 157.49 billion rupees years. Join RS Net Pension Plan. Eleven thousand eight hundred ten million records during the year for a total of Rs 25,260 million. Fifty-one thousand individual shareholder accounts will be added during the year. The balance between OAM units with open duration is now 40% compared to 34% last year.

METHODOLOGY

This study is a qualitative method for collecting open data to produce research articles. Management information was requested in an in-depth personal interview. This approach helps study current events over which the investigator has little control or not, and when the purpose of the investigation is to interpret or investigate the phenomenon. A good study tool and an effective strategy for examining the 'what, why and how' question. Case studies allow them to observe events directly in their natural environments, thus encouraging a more profound and realistic understanding. Unsolicited interviews usually have default questions, but the interviewer is more flexible in changing questions and organising questions. Interviewers have been given additional flexibility to remove or add questions based on understanding the interviewer's response.

DATA COLLECTION

For this study, an unstructured interview was conducted that started with many interview topics but was. Still, it was to vary the order of the questions and to ask new questions in the context of the research situation. The interviews were conducted with a regional manager, a senior area manager and an area manager from one of the largest Asset management company in the country. All interviews were recorded, transcribed and analysed. The following codes were assigned to three respondents. Provincial Regional Manager - R1 Senior Area Manager - R2 Area Manager - R3. The first interview with R1 lasted 27 minutes, R2 - 23 minutes and R3 - 22 minutes. Code assigned to the company in the case study with company A. The age range of the respondents ranged from 28 to 49 years, and there was no forced participation in the study.

RESULTS, FINDINGS WITH THEMES & CONCLUSION

Below is a metric devised for analyzing data and themes:-

Themes	R1	R2	R3	Conclusion
T1 Impact of GDP growth	With the increase in GDP growth, the economy of the country also rises as well; in this scenario, the equity returns also increase, so we can see that GDP growth has a positive impact on the rate of returns of the AMCs	Mutual .funds and equity funds depend on GDP growth, so with the increase in GDP growth, the rate of returns of AMCs also increases	Many .other factors are impacting the returns of AMCs along with the GDP growth.	The respondents of this study belong to the same organisation, and one of the respondents higher in cadre to look after the 2 Regions contributed that GDP growth has a positive impact on the rate of returns of the AMCs

T.2 Impact of Inflation	Inflation is just the opposite of GDP growth, where peoples have to expend more and save less, but it has not had as much of a negative impact on the rate of returns of the AMCs because we manage our portfolio/funds accordingly	To calculate the effect of inflation, we move to the equity funds side to get. Inflation has a negative impact on the rate of returns of the AMCs	Inflation creates an inverse relationship with the rate of returns of the AMCs	Out o.f three respondents, two respondents claim that inflation has a negative impact on the rate of returns of the AMCs
T3 Impact of Saving, investment, consumption	These factors also positively impact the rate of returns of the AMCs as with the increase of the investment in an economy, the income of people increases, and they start Consuming and saving its economic influence.	In this situation, the Equity side grows, and income funds get lower returns, but the overall impact is positive.	During the investment phase, investors move towards equity funds, where they find better returns, so these factors positively impact the positive return rate of returns of the AMCs.	Same impacts on Saving, investment, and consumption as the GDP growth has on the rate of the returns.
T4 Individuals' investment	Individuals' investment has no impact on the rate of returns of the AMCs because people individuals have lesser information about it	Individuals usually don't invest in AMCs, because an individual is not marketed very well, and they require fixed returns which is not the theme of AMCs, so there is no impact on the rate of returns of the AMCs	Individuals' investment positively impacts the rate of returns of the AMCs, as the Mutual fund invests in bulk and Individuals' investment becomes a part of that bulk investment.	Individuals' investment has no impact on the rate of returns of the AMCs, as per the two senior respondents.
T5 Company investment	Companies' investments are essential in this case as these companies invest their PF & GF funds, and we give them better returns over it	AMCs have separate unique pension plans for the Companies for their investments, insurance, and special rate offers. So it has a positive impact on the rate of returns of the AMCs	Companies' investment also has a positive impact on the rate of returns of the AMCs	All respondents argue that the Companies' investment has a positive impact on the rate of returns of the AMCs

T6 Impact of liquidity	The liquidity position of investment does not affect in AMCs, so the liquidity has no impact on the rate of returns of the AMCs	Mutual funds are highly liquidated; that's way no impact of liquidity on the rate of returns of the AMCs	There is no impact of liquidity on the general funds of AMCs, but in special funds investor has to comply with the lock-in period	Investors can withdraw their total or partial investment along with profit at any time without any hazel and time bared
T7 Impact of fund size	The bigger the size of the fund, would be able to generate returns in a better way as the fund diversified different portfolios, so it impacts the rate of returns of the AMCs	The impact of fund size is positive for the rate of returns of the AMCs, because, with the large size of the fund, AMCs earned dividends distributed among the investors.	The big-size fund is managed for a long and gives better returns as compared to small size fund, so it is directly proportional to the rate of returns of the AMCs	Big-size funds produced a better rate of returns than small-size funds of the same category, irrespective of their maturity.
T8 Impact of asset turnover	The impact of asset turnover on the rate of returns of the AMCs is nothing. Because daily deposits and redemptions are still the same, and the whole portfolio is managed similarly.	There is an impact of asset turnover on the rate of returns of the AMCs, as heavy investments and redemptions occur daily.	No positive or negative impact would be on the rate of returns of the AMCs of asset turnover	No impact on the rate of returns of AMCs shown by the asset turnover
T9 Impact of management fees	No impact of management fees on the rate of returns of the AMCs, because returns are given to the investor after the deduction of related management fees. The rate of return would be the same that has been communicated to the investor.	Management fees are deducted before the calculation of NAV, so the customer's actual returns on their investments impact the rate of returns of the AMCs.	Before updating the return in the customer account, AMCs deduct the management fees; therefore, there is no impact of management fees on the rate of returns of the AMCs.	Management fees are one of the earning tolls for the firm, which is deducted before the allocation of returns and calculation of NAV (Net Asset Value)

T10 Impact of front-end load	A front-end load is communicated to the investor by the representative, and on his willingness, the front-end load is deducted. Front-end load has a negative impact on the rate of returns of the AMCs,	Front end load is deducted from the initial investment, and Front end load has a negative impact on the rate of returns of the AMCs,	AMCs are giving net returns to the investor, although the banks earn by spread, so this front-end load is the operational cost of The AMCs, which is deducted at the start even though it has a negative impact on the rate of returns of AMCs.	Front-end load negatively impacts the negative impact on the rate of returns of the AMCs, but it is deducted with the prior approval of the investor. A front-end load may impose a considerable loss if returns are calculated for a short period, but in the long term, it has a lesser impact on the rate of returns
T11 Impact of characteristics of Money Market Fund	Money Market investments are short-term, so it depends on the discount rate, in this regards the higher the discount rate, the higher will be the rate of returns of AMCs and vice versa	The characteristics of Money Market Fund has a significant impact on the rate of returns of the AMCs because banks also offer the same returns on their products	Money Market Fund matches the KIBOR rate, so it impacts the rate of returns of the AMCs.	Money market funds deal with short-term securities and bear low risk on the returns, usually invested in bank-bearing securities and Government securities.
T12 Impact of characteristics of Asset Allocation Fund	It is a mixture of equity and money market fund, and SECP restricted the ratio for investment. The rate of returns of AMCs impacted by their characteristics along with the market condition	This fund is moderate fund and primarily dependent on the economy, so this characteristics fund has an impact on the rate of returns of the AMCs,	Asset Allocation Fund soberly follows the KIBOR rate due to its proportion and characteristics, so the Asset Allocation Funds have a lesser impact on the rate of returns of the AMCs compared to the other market factors.	These fund characteristics are created to mitigate the return risk and save the investments with handsome returns. Therefore it moderately impacts the rate of returns of the AMCs.
T13 Impact of characteristics of Equity Funds	The characteristics of equity funds do not impact the rate of returns of AMCs as it follows the stock market conditions.	This characteristic fund has a lesser impact on the rate of returns of The AMCs because investors invest for the long term.	But equity fund is not bound by the KIBOR rate, and the stock market accompanies it, so there is no impact on the rate of returns of the AMCs.	The characteristics of an Equity Fund are designed for those investors who seek high-risk and high returns in the market and may invest for a prolonged period.

T14 Impact of charac-teris-tics of Islamic/ Shari a com-pliance Fund	Investors invest in this fund based on the religious side because they discourage the in-terest rate. So this fund is very much impacted by its characteristics.	People are not bothered with the up & down of the returns of funds; they are happy with Riba free income	The up and downs of the Discount rate and GDP growth have little impact on the rate of returns of the AMCs, but the Riba Free factor is more consent for the investors.	It's Riba free fund being offered for the investors who argue to earn interest-free profits over their invest-ments. And as per respondents, the characteristics of the Islamic/Sharia compliance Fund impact the rate of returns.
T15 Relation with the KIBOR	AMCs have a different mecha-nism than banks. AMCs try to increase the rate of returns as the discount rate in-creases on an im-mediate basis but on the downside is consent AMCs took a more extended period to reduce the rate of returns.	The rate of returns of the AMCs also increases with the increase in KIBOR on an immediate basis, but in case of decreasing in KIBOR, the rate of returns of the AMCs does not decrease immedi-ately.	AMCs are not usually the fol-lower of KIBOR as they do; there are other market tolls; based on those tolls, AMCs manage their funds in the market.	All respondents are on one page regarding the relationship of KIBOR with the rate of returns of the AMCs.

CONCLUSIONS AND RECOMMENDATION

Investing in funds is a better option for retail investors today because there is no easy access to the knowledge, skills and information to invest in the stock market. This study examines the factors affecting the ROI of AMC in Pakistan. For this purpose, four main types of mutual investment funds were selected, and the effects of four specific macro variables on their performance were examined. Use unstructured interviews to expand and compare the effects of different categories of funds and the funding factors of different categories. The results showed that the factors positively affecting income are GDP growth, savings, consumption and investments in the economy, the fund's size and the money market's characteristics. Some variables do not affect profitability, such as B. Liquidity, asset rotation and operating costs. This study showed that inflation and startup costs negatively impact AMC's performance. Analysing the impact on equity fund performance is difficult because the ratio of fund returns largely depends on stock market principles. However, economic factors affect the fund market's general or specific category of funds.

It is recommended that more funds will analyse and different benchmarks should be used. The management of the AMCs should become more substantial so that the rate of return of their portfolio is more attractive than the expected market returns to attract new domestic and foreign investors.

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Journal of Business Strategies, Vol. 16 No.2, 2022, pp 57–84 *DOI:10.29270/JBS.16.2(22).04*

IMPACT OF CONSTRUCTION SECTOR ON ECONOMIC GROWTH. AN EMPIRICAL STUDY OF PAKISTAN

Syed Atif Mehmood

ABSTRACT

The aim of the study is to determine the role played by construction sector in economic growth of Pakistan. As the construction sector flourish and helps in boosting up other sectors of the economy because of having backward and forward linkages. The research is based on quantitative data investigation on secondary data. Data employ in the study is time series non stationary data. Working of data performed on e-views. Study depicted that co-integration and long run relationship exist among the dependent and independent variables of the explained model. This study postulates that there is positive association of construction sector with economic growth of Pakistan and it has significant effect. Inflation results in reduction in economic growth but significant impact on growth whereas environmental sustainability (carbon dioxide damage) and growth has the inverse and insignificant relationship.

Keywords: *Construction Industry, Economic Growth, Pakistan. Inflation, Environmental Sustainability.*

INTRODUCTION

“If construction moves everything moves “a popular saying by French. Sector of construction is an imperative all through the world symbolize to a substantial part of many countries’ output (GDP) of an economy. The job of this sector is, as a catalyst in growth of an economy beside this the significance of the sector of construction isn’t simply about its huge contribution and size yet.

Background of the Study

Construction industry is the key of splendid industries and housing structures and it is the reason behind the growth of Japan/Germany/ Europe economies from the World War II till the present state. At the back of the development of infrastructure where the construction sector rises it enhance the wealth, success and rises the living standard of the people by supplying of goods and services, construction of stores for their easiness. The

Fundamental role of infrastructure is to accomplish the primary advancement targets, for example, maintaining economic development, urbanization, industrialization, water system structures, trade deficit, income inequality, and power generation. The development business, the principle player in the development of houses and infrastructure, ought to also be licensed with quietly propelling national development plans.

Above all, a huge number of employments can be created amid the chain response procedure of development action in the economy and have impacts on other sectors or partnered businesses, for example, iron, cement steel, timber and wood, marbles, tiles and stones, electrical and clean works, glass, paints and varnishes, electricity, power and gas, agricultural sector, transportation, light-substantial development apparatus, plastics, strands, furniture, electrical machines, and some more.

As study indicated by a World Bank (2008a), Construction industry has the multiplier effect of single additional investment as it has the ability to produce income more than five times of the cost of that additional investment. In short it produces more than invested. So, this investment creates many of the new occupations in construction of infrastructure. The sector of housing grows at 14 percent whereas economy grows at 10 percent. (Sherani, Dec 2102).

The basic aim of this investigation is to highlight the importance of the part played by the construction industry in an economic activity.

The forces which stimulate the growth of an economy has been examined by various researchers, examined it from an extensive variation of viewpoints. To accelerate the growth of the developing economies in their undertakings they examine different variables that are basic to growth. Hence, many of such investigations contain different variables into their models. There exist numerous of cross-country examination mostly adopts an endogenous growth model. As according to this model based literature, the endogenous procedure for the growth of an economy are government strategy factors, for example, expenditure, tax financing and alternative financing techniques. Magnificent expenditure done by the governments on infra-structure (roads, flyovers, bridges), providing health facilities by constructing hospitals, clinics and provide educational facility by constructing schools, colleges and universities, in order to provide prosperity to their residents. In a market-based economy, other than participating in public sector services private sector also provide same services.

People look for private sector benefits at market prevailing price and in the process of increasing productivity in the growth progress of an economy many people take part by putting their efforts and increase their income level and living standard. Government provide basic help for the activities of the private sector by giving them capital or infrastructure as it has positive overflow consequences for the private sector. Be that as it may, once they gather total capital stock moves towards large, the augmentations to capital stock may increment at a steady phase, subsequently the effect of extra change in capital on the growth of an economy is unfavorable or inconsiderable and it might give negative impact on the economy if it is not tackle properly with appropriate combinations of different factors of production. So as to take the majority of the variables, a general modeling of macroeconomic is required.

In any case, the present examination in the setting of partial approach explicitly interest just on the revealing of the genuine association among the growth of an economy and the construction industry growth. The basic definition of the capital stock is a stock idea; the construction sector works as concept in stream idea. The construction sector uses few segments of the capital stock (for example certain activities of construction sector) in the end offering increment to the output of the construction sector. Generally, Economies do not have perfect information on the degree of usage of the capital stock in the activities of sector of construction. (Mallick, Hrushikesh&Mahalik, Mantu. 2009)

Hence, the investigation plans to analyze the significance of the sector of the construction produce output and its contribution in economic growth as well as other necessary factors effect this sector like employment, interest rate, inflation, environmental sustainability and investment.

Rational study which is consist of historical growth of Pakistan as well as discuss the growth of Malaysia because it is the country whose policies our prime minister wants to follow and implement in order to increase the growth of the country followed by the objectives, problem statement, limitations of the study.

Growth Achieved by Malaysia

Malaysia is now called as Peninsular comprises of west and region. Currently our Prime Minister Mr. Imran Khan said that he admires the progress and economic growth of Malaysia and try to follow their policies in order to increase the growth of an economy of Pakistan. Malaysia comes up as the standout nation from the whole of best non-western nations that has gained and achieved an extremely smooth and progressive change to economic development towards the end of twentieth century. Continuously 1990 had the position of Newly Industrialized Country (NIC) accomplished by Malaysia and currently it is the 37th biggest economy in the world at the current costs US dollars according to the total national output (GDP). In February 1990, the leader Tun Dr. Mahathir Mohammad presented his dream for making Malaysia a stabilized economy and a way to make this nation a solid industrialized and a successful economy.

He states that prosperity of a nation is not only in the form of economy but also in the form of political stability, proper law and order situation, norms, values and providing quality of life to a common man.

Malaysia 2020 is the vision presented by him to transform nation into a flourish, productive, aggressive, strong and versatile nation. For this purpose, the sector of construction has played an important role and it has so much potential, effective in nature and grow more in backward and forward linkage with other divisions of economy. Construction sector play a part which is to boost the economy and this sector is the reason for the rise in growth of industries and provide necessary conveniences for example corporate, houses, roads, play areas, flyovers, hospitals, highways, airport, railways, dams, supplying stations and power generation, correspondence utilities, and furthermore the other necessary buildings and structures which are important for the people of the country.

It is unquestionably evident about the direct association between the construction sectors with the achievement of any economy. For developing and developed economies it may be characterized as a type of an economic engine which helps in smooth running of the economy. This sector takes part in prosperity and also rising the living standards of the people of the country. Besides it takes part in creating of tremendous level of employment in the economy.

At the beginning of her independence Malaysia had understood the great importance of the construction sector so it started to build up this part. Nowadays it is one of the most important sector of Malaysian economy. Despite the fact that it contributes in small proportion as compare to other sectors of the economy like agriculture, manufacturing and services. From the past twenty years 1990-2010 the participation in GDP of agricultural sector is 9.3, service sector is of 48.3 and manufacturing is of 28.2 sectors and the participation of construction sector is of 4.1 percent. It has 12 times lower participation service sector, 2.2 lower than agricultural sector and 7 times lower participation of manufacturing sector in GDP of Malaysia. Regardless of this we cannot ignore the importance of construction sector as it boosts the economy by creating demand through backward and forward linkages *(Raza Ali Khan)*

Rationale of the Study

Contribution of Construction Industry in Pakistan

Currently in Pakistan it is among one of the rapid growing sector. In the year 2018 there is expansion in Gross Domestic Product because of Construction sector in Pakistan Gross domestic product expanded from 320769 PKR Million in 2017 to 343183 PKR Millions of in 2018 from Construction sector in Pakistan Gross domestic product.

In Pakistan the rise in Gross Domestic product found the average value of 247347.62 PKR Million from 2006 until 2018, achieving an untouched height of 343183 PKR Millions in the year of 2018 and a lowest record found in year 2006 of 186380 PKR Million.

In this paper finding out the influence of construction industry on economic growth of Pakistan as well as other variables that triggers the economic growth.

Historical Background

Since freedom 1947 till 1971, at that time there were not many of the private contractors in Pakistan. the Provincial and Central department works for Housing for public sector through contractors, while most of the businessman developed their homes for most of the part with the assistance of inadequate however skilled people. Government had made plans for the huge allocations of land to Housing Building Finance Corporation (HBFC) and easy access of availability of land in the city of Karachi by Karachi Development Authority (KDA) their plans were made after 1971, many of the businessman, sole proprietor, traders, merchants, industrialists, and so on, entered in the sector of construction. Some of them had involvement in structure development while others had sufficiently neither administrative ability nor adequate specialized information. The structure development industry did, be that as it may, get a lift.

With this lift, an association form by the builders and developers with the mission of improving the condition of construction sector for example

"Association of Builders and Developers (ABAD)" just as to provide a proper platform to point out and resolve the several other issues in order to resolving issues such type of agencies face many of the problems house loans, building plans and the prices of sale.

Till 1975 the prime projects such as warsak dam and Indus basin replacement works, these projects are done by foreign contractors. In the year 1975 in order to build confidence and capabilities of domestic contractor government makes policy to assign major projects to them. Pakistan steel Mills Corporation took major decisions related to development and assigned many of the construction projects to domestic contractors. Port Qasim a mega project done by the domestic contractor which restored the confidence of domestic contractors.

The government understood that the few sectors are the spinal of a nation's economy like construction sector and took an essential part in the improvement of the fundamental infrastructure of a nation, resources have been rises to additionally extend the essential foundation of the nation. The impact has started various development projects which have prompted expanded demand of building and development exercises in the nation. In building up the nation's infrastructure is a fundamental objective of maintaining a sustainable growth in an economy recognize by the government in the Economic Survey.

During few years, different budgetary and non-budgetary estimates were taken by the government which is currently producing positive outcomes. Construction sector in Pakistan is blasting; construction sector related materials demand has increased. Various national and international real estates have initiated mega construction projects in Pakistan which has additionally quickened construction sector in the nation. As the construction sector is increasing day by day so there is more requirement related material of construction, this may increase the demand of these materials so there will be more production to full fill this requirement. Now days many of the domestic and international developers are launching their projects in Pakistan. (Farooqui,Ahmed and Lodi)

Problem Statement

In an Economic growth of Pakistan, contribution by the construction industry in this study based on findings how construction sector trigger other variables like economic growth, employment level, interest rate and investments and environment sustainability in Pakistan.

Research Objective

1. To find out the nature and causal association among the construction industry and economic growth through empirical evidence.
2. To find out the role of interest rate and its impact on construction industry of a nation.
3. To enumerate the effectiveness of construction sector in creating the level of employment in the nation.
4. To figure out the contribution of investment in construction industry in order to increase economic growth.
5. To examine the effects of environmental sustainability generated by the construction industry.

To identify the association and effectiveness among the inflation and the construction industry of a nation

Alternative Hypothesis

- The construction industry really helps nation in achieving the sustainable growth of an economy?
- Interest rate plays in a stabilization role in an economy?
- The construction sector helps in uplifting the employment level in both skilled and unskilled labor force??
- Does the growth of an economy can be rise with major part of investment in construction industry?
- The interest rate helps in boosting the construction sector
- construction industry really effects the environment sustainability in a country
- Inflation has the association with the sector of construction in an economy

Research Gap

A significant research gap has been observed in respect of the country Pakistan. On the topic Assessment of Pakistani Construction Industry by (Farooqui, Ahmed and H. Lodi, 2008). As the researcher worked on primary data and took variables of project management, Risk Management while this study caters variables of secondary data.

Limitations

Usually Developed countries use a policy for the conditions when there is reduction in their exports. It is possible to rise economic growth through expanding domestic demand. This practice is known as quantitative easing. Theoretically rise in gross capital formation is also achievable by investments in construction. Expansion in construction sector will both encourage supply and demand for related products used in construction industry, such as building materials and transport services. This economic stimulation practice is done by a country Belarus. To hold up high growth rates during the phase when exports decrease at the cost of investments into construction industry and a social infrastructure. Belarus has tried this strategy by increasing their investments into construction industry, which has adverse effect on the balance of payment and led to unbalance of the balance of payments and external debt increases, and many other negative effects, including high inflation. Small open economy cannot be only depending upon the investment in construction industry which may not lead to balance growth of an economy. (Aliaksei and Tatiana, 2017).

LITERATURE REVIEW

Construction industries have much effect on developing countries because this sector has linkages with other sectors also. Construction industry is also affected by the uncertainty and prosperity of the country as when there is more favorable conditions domestic and foreign both invest in construction industry and foreign direct investment also increase and construction industry will grow more, so the growth of this sector might affect other variables e.g. demand and supply of raw materials, goods and services and environment conditions. So, economic growth of a nation strongly influence by the construction industry has shown evidence by the previous studies.

This sector is highly responsible for environmental sustainability because during production process the emission of carbon dioxide and other toxics which is quite harmful for all human. So, government must take safety measures against it discussed earlier, that construction industry caters sustainable part in the GDP and also helps in flourishing other sectors of the economy. (Bal. M. Bryde. D. Fearon, D. & Ochieng. E., 2013) discussed that the sector of construction can be more sustainable if it provides low cost and quality to its clients with reduction of negative and harmful impact on the environment.

By focusing on environmental sustainability, we will be able to provide better form of world to our next generation, (Stukhart, G., 1982) Investigate about the Inflation and the construction Industry. Inflation cause to increase in general prices because of which rise in prices of resources used in construction work also increase the cost of construction work. Inflation create uncertainty among the contractors they unable to forecast the cost on the long-term basis to be used in project. Productivity also effects by the inflation.

In line with literature review (Hillebrandt. 1985), investigated about the activities of the construction industry influence almost every part of the economy. Particularly in developing countries this sector is one of the determined factors of the growth of an economy. This sector has broaden span linkages with different sectors, for example, paint, the sector of energy, machinery and finance. It makes effective utilization of capital, other material and human resource in improvement of housing sectors in an economy as the construction sector is a complicated sector.

Benefits from the characteristics of construction industry

We can get many opportunities from the special features and characteristics of this industry

- The performance and productively in an economy must be realized by the industry and understanding its capability to make occupations in most of the sectors of a nation and also encourage the activities of business in different sectors of the country. To make this achievable there is requirement of new strategies.
- Proper infrastructure should be laid of the construction sector activities in many of the developing countries public funds are short so government is unable to make expenditures appropriate strategies for funding must be made in developing countries and a strategy for the investors who can buy, construct or can take ownership so there will be more development project will be constructed.

Establishment of construction development agencies is the initial step of long procedure and quiet motivating step. Besides of many fruitful results in improvements in construction industry many other problems are required to be consider

- Agency must have strong control on all factors and maintain a close connection with the industry.
- The construction sector should, ideally, play a part to carry out task of

the agency in formulation and execution of its plans. At long last, the agency ought to be persistently appropriate. This suggests its policies, approaches, activities, strategies and correspondence channels must to be consistently checked on and make necessary correction where essential.

- Ofori expressed that a visible participation to nations economy output done by the sector of construction. It helps in providing employment and income to the individuals as the flourishing aspect of this industry nurture all aspects of life.

Economic Development in Pakistan

Pakistan is among underdeveloped country at the time of her independence in the year 2018 the population of Pakistan was of 207 million people which is the world's fifth largest and in respect of purchasing power parity(PPP) Pakistan is twenty third largest and in respect of nominal gross domestic product it was forty two times largest, Gross domestic product (GDP) in fiscal year 2018 is $1,641 which is one forty seventh in the world and in the year of 2018 the purchasing power parity (PPP) in respect of GDP per capita was 5,709 which was on 130th position in the world.

During the year of 2007-2008 Pakistan was in the phase of expansion, boom and lots of growth in many sectors of the economy mainly in agriculture, service and industry sectors gave rise to the economy in that growth momentum construction sector contribute 17.2%.it includes construction of domestic houses, high rise buildings and construction of infra-structure did by the public sector e.g. roads, bridges, flyovers, parks etc respond to this expansion employment level also increase and other indicators and economy were also in better position which make the economy and was on the track of wellbeing, (Farooqui, Ahmed and Lodi, 2008).

Construction Development in Pakistan

It is published by (emergingpakistan.gov.pk) that in developing countries it is observed that construction sector performs a duty of driver in the growth of the nation. The developing urban populace in Sindh makes a regularly expanding interest for housing. Enormous potential exists for real estate improvement including housing plans for the groups of middle/low income. With a yearly demand of 500,000 units for the coming twenty years the investment in the construction sector has ever been the paradise for investors. The construction sector has been known as a sector for which the Government of Sindh is taking measures and activities for the development of this sector, particularly in minimal cost of housing. The substantial urban area of Karachi makes countless opportunities for commercial ventures. Currently-the construction sector has shown extraordinary progress by making/ accepting agreement of huge and challenging projects. There is still requirement of advancement in construction sector. Modern technology can enhance and helps in rising the growth of an economy.

Conceptual Framework

The empirical study of the impact of construction sector on Growth rate of the country, I propose to follow a conceptual framework to examine the impact of construction sector on several independent variables taking data from 1973 to 2019 and selected the conceptual frame work from previous research papers.

Dependent Variable		Independent Variables
GDP Growth Rate	←	1. Construction Sector 2. Inflation Rate 3. Environment Sustainability

METHODOLOGY

Introduction

The purpose of the presented investigation is to find out the major role and impact of construction sector on economic growth as well as on other factors of the economy which are mainly affected by this sector or take huge part in Gross domestic product. As this sector of construction has backward and forward linkages mainly with many of the important sectors, it also has positive impact on overall economy according to many researchers.

Presentation and analysis of collected data

The data collected in this investigation is secondary data, which has already been collected, uniform data is available on website of World Bank. So, as in this investigation data has been collected from World Bank website.

This study employ the frame work of time series in order to show the long run influence of construction sector on economic growth of Pakistan. In this study carried out in a frame work of co-integration of time series. If two variables x and y both integrated of order 1 and if there is a linear combination exist between two variables x and y that yield a stationary variable then co-integration is said to be exist between the variables. If we suppose y is the function of x variable in a frame work of simple linear regression model. So, the equation of this model we can write as:

$$y = u + bx + e$$

Banerjee et al. (1998), formed the Error Correction Model do not consider the mixed variable technique. It is commonly acknowledge that one could find out the relationship of mix variables for instance Banerjee argue that there would be no difficulty or issue in finding a long run relationship as long as having the same order of integration as regressed by some of the linear combination of regressor. This activity would provide persistent outcome included in time series model regardless of the integration of variables. In same way Pesaran and Shin (1998) contend that it is right to find out the relationship between mixed variables as far as residuals are stationary (which represents co-integration) and make a method to test for co-integration and the knowledge of individual variables integration does not required. To test co-integration some question arises about the critical values put on for the t-statistics. Consequently the critical values can be estimated to less than they would be for the case of all variables. This conclude by Pesaran and Shin (1998, 1999) that in scenario of similar techniques and method, which uses the ARDL (Auto Regressive Lag model) rather than ECM which is form of Eagle Granger. In this following research ARDL is use for the co-integration approach to check the vigorous results of the data.

We use ARDL (Auto regressive lag model) to find long run relationship between the variables as according to above variables we regress y upon x.

Model Specification

To forecast the economic performance of Pakistan we use the ARDL and ECM technique. There are four models estimated in this study to check the impact of construction sector on the economic growth of Pakistan time series data we use span from 1973 and 2019

Empirical Assessment of the Impact of construction sector on Economic Growth of Pakistan (GDP)

In the initial model we examine the impact of construction sector on overall economic growth of Pakistan. Total output produce in Pakistan in short GDP is the dependent variable. The overall economic betterment and stability of country plays huge part in the development of various sectors.

Construction of Model

The model use in this investigation of the selected variables which shows effect of construction industry and other variables, unemployment, interest rate, environment sustainability and investment on economic growth.

Variables including: unemployment, interest rate, investment and environment sustainability and inflation are independent variables whereas the dependent variable is GDP (Gross domestic product).

The first ARDL model (E1) is as follows:

$$GDP_t = B1 + B2\ CS + B3UE + B4\ IR + B5\ ES + B6\ Inv + B5\ INF \Rightarrow E1$$

Whereas the overall output of Pakistan is measured by Gross Domestic Product, (CS) represents the construction sector in Pakistan, (UE) is the level of unemployment in Pakistan, (IR) is the interest rate in Pakistan, (ES) is the Environment Stability which we check through carbon dioxide emission in the environment (INV) is the Investment in sector of construction in Pakistan, Variable (INF) represent the inflation in E1

GDP is the dependent variable whereas CS, UE, IR, ES, INV, INF are the independent variables.

This shows how and to what extent change in construction sector progress affect the output produce and progress in sector of construction also affect variable employment level because rise in construction sector will show positive relationship.

Second ECM model as follows:

$$\Delta ln\ Gdp_t = f(\Delta CS_{t-1}, \Delta\ UE_{t-1}, \Delta\ IR_{t-1}, \Delta\ ES_{t-1}, \Delta\ Inv_{t-1}, \Delta\ I \Rightarrow \text{E2}$$

Here in equation 2…….GDP is a dependent variable is a function of various variable (construction sector unemployment level, interest rate, environment sustainability, investment and inflation) these variable are independent variables in a lag model.

Selected Variables in the Research

Variables chosen in this study are employment level, interest rate, investment, environment sustainability.

Environment sustainability: Environment sustainability is said to be cleanliness and pollution free environment which is the requirement of healthy living. It is affected by the sector of construction as use of more energy plants and production of raw material may create waste in form of carbon dioxide emission in the atmosphere which is harmful for our health.

And state of Pakistan has other health issues also rather than that will even cater this problem seriously.

Investment: in this sector of construction has marvelous impact on the GDP of a nation. As certainty increases domestic and foreign investment increases. This sector contributes a visible part in the growth of an economy and provides positive inflows.

Inflation: is the rises of general price level which reduces the purchasing power of an individual. As the result of inflation cost of production increases which may also cause increase uncertainty and reduce investment in construction sector. Contractors were unable to forecast long-term, forecast of finance, investment and returns.

Time period of collected data

The Time period in this research has been taken from the year 1973 to 2019 mainly because of the structure break. Bangladesh which was known as east Pakistan was separated from Pakistan which was known as west Pakistan in the year 1971 so the data collection of all the variables in this research are actually from the beginning, after separation of Bangladesh which is actually a structure break in this research data.

Collected data type

The data we use in this investigation is of time series data. This type of data is of particular time. The observation of a data consisting of a single variable in different period of time. It Means unit remains same but the duration varies over the period of time.

Source of Data for investigation

The source of collected data of the above define variable and indicators is from World Bank website. Which has quiet refined data.

Hypothesis of the investigation

Null Hypothesis: There is no association between the construction industry and economic growth of a nation.

Alternative Hypothesis: There is an association between the construction industry and economic growth of a nation.

Null Hypothesis represents that the change in construction sector whether its progress or decline/falling has not influence the growth of the economy (not influence on other sectors of an economy). Whereas Alternative Hypothesis represents that any progress and change in the sector of construction will influence the growth in an economy means there is relationship between construction sector and growth of an economy (change also influence to the other sectors of economy as well).

Summary

As discussed in literature review, there are many linkages of many sectors of the economy with the sector of construction and with the continuous growth of construction industry give rise in the living standards and income of the people so the effects of this industry to economy is enormous.

So, as the improvement of this sector has favorable effects on the level of employment , interest rate influences many of the business, financial and economic activities performing in a country. We human beings need healthy pleasant climate and atmosphere for the well-being as we are healthier, produce more output and it's obvious that the part of investment in this sector plays wider role in economic activity to boost the growth of an economy. As the increase in general population in developing countries increases the demand of houses so there will be more construction of houses will create the demand of labor which will also increase the employment level.

ESTIMATION AND RESULTS

In terms of the evaluation of the relevant literature about the influence of the construction industry on the growth of economy. How the variable of construction sector, inflation and environment sustainability effects the economic growth of Pakistan under the umbrella of previous research theories

Empirical Evidence

It is important to know about the properties of time series data before forwarding towards strict econometric models. Study includes economic data of time series which has the association among casualty and co-integration is examined commonly described as unit root of stochastic process. The table 4.2 below presents the findings of many unit root tests (Table 1). Using the ADF (Augmented Dickey-Fuller) by (Dickey and Fuller, 1979) additional serial co-integration, ECM has been added to the time series econometric application to prevent the erroneous findings in the regression equation.

Unit Root Test

The unit root test is done to evaluate if the data is stationary. Unit root is applied at constant and linear trend on E-Views. Whereas growth (GR) is a dependent variable, Construction sector (CS) is a core variable and other variables inflation (INF) and Environment sustainability (ENV) are the co-variants. Augmented Dicky fuller method is adopted for unit root for the reason of lag length.

ADF Technique

Table 1

Variables	Calculated value	1% Tabulated value	5% Tabulated value	Probability.*
Gr	-4.897737	-4.170583	-3.510740	0.0013
Δ(Gr)(2)	-10.50046	-4.175640	-3.513075	0.0000
Cs	-1.446655	-4.170583	-3.510740	0.8333
Δ Cs	-6.011422	-4.175640	-3.513075	0.0000
Gdp	-1.244079	-4.170583	-3.510740	0.8890
ΔGdp	-6.732853	-4.175640	-3.513075	0.0000
Inf	-3.285391	-4.170583	-3.510740	0.0815
Δ Inf	-7.322146	4.175640	-3.513075	0.0000
ENV	-1.707431	-4.170583	-3.510740	0.7319
ΔENV	-6.326249	-4.175640	-3.513075	0.0000

By monitoring the above results of unit root method we observed that the variable growth (GR) is stationary at level and t-statistics tabulated value of 1% in support of Augmented Dicky fuller whereas, remaining variables construction (CS), gdp (GDP), inflation (INF) and environment sustainability (ENV) are stationary at first difference and t-statistical tabulated value of 1% in support of Augmented dicky fuller. While log is applied on variable of environment sustainability (ENV)

All variables are integrated at some level and some of them stationary at first difference which is justify to employ the model of Auto regressive lag model so the next stage of the study is to employ ARDL (auto regressive lag model) F-statistics to find whether the long run association among the chosen variables exist for the time period of 1973-2019 of Pakistan. The detailed results of Auto Regressive lag model shown below in table 2.

ARDL Co-integration Analysis

Table 2

ARDL Bound test is employ find the co-integration or long run association or among the dependent and independent variables.

Estimated Model	gdp=f(cs,inf,env)	
Optimal lags structure	(3, 2, 1)	
F-statistics	18. 53659*	
	Significant level	Critical values (T = 40)#
1%	3.65	4.66
2.5%	3.15	4.08
5%	2.79	3.67
	2.37	10%
Diagnostic tests: Chi-Square, LM Version Statistics (Prob. value)		
R^2 = 0.846189, ***Ad-j***^{2} = 0.760739, **F-statisti**c=9.902697, **D.W Test**=1.929254		
Normal* = 3.230251(0.198866)**, X^2 ***Serial = 0.723736(0.6964)		
X^2 ***Arch*** = 0.985536(0.3208) **White Test** = 17.12488(0.3115)		
X^2 *Norm* is for normality test, X^2 *SERIAL* for LM serial correlation test andfor X^2 *WHITE* heteroscedasticity.		

Source: Summarized and Calculated by Authors.

In Above table 4.3 reason to employ Null hypothesis: there is no association among the variables

Alternative hypothesis: There is association among the variables.

The Auto Regressive lag model outcomes depicts that the value of F-statistics 18.53659 which is greater than 1%,2.5% ,5% and 10% significance level of upper bound (I) value. Which helps to reject null hypothesis that no co-integration or long run relationship exist among the variables. As according to the results shown in above table confirm that co-integration and long run relationship exist among the dependent and independent variables of the explained model

The variable construction sector, inflation and environment sustainability use as the exploratory variables. As shown in result a long run relationship exist between construction sector, growth of an economy, inflation and environment sustainability in the span of 1973-2019(a duration of 46 years) of Pakistan. In support of theory it is quiet understanding that as the construction sector boost it flourishes the economy. On the other hand this sector affects environment of that country as the healthy environment is the need in order to live healthy.

In addition to this the assumption of Classical Linear Regression Model has been satisfied. In this model error term in this model precede the normal distribution. The model of ARDL model does not effect from serial correlation as well as there is no need and use of hetrocidasticity model.

Table-3:

Autoregressive Distributed Lag Estimates, ARDL (2,4,2,4) based on selected Akaike info criterion

Dependent Variable	Gr_t			
Regressor	**Coefficient**	**Std. Error**	**t-Statistic**	**Prob.***
Gr_{t-1}	-0.400031	0.128626	-3.110025	0.0044
Gr_{t-2}	-0.342605	0.124285	-2.756616	0.0103
Cr	2.55E-05	9.78E-06	2.603139	0.0148
Cr_{t-1}	-4.17E-05	1.32E-05	-3.164402	0.0038
Cr_{t-2}	-1.67E-05	1.48E-05	-1.130181	0.2683
Cr_{t-3}	2.83E-06	1.48E-05	0.190816	0.8501
Cr_{t-4}	4.74E-05	1.19E-05	3.995069	0.0004
Inf	0.003382	0.066830	0.050607	0.9600
Inf_{t-1}	0.093681	0.069764	1.342825	0.1905
Inf_{t-2}	-0.413303	0.067681	-6.106673	0.0000
$\ln ENV$	19.36131	5.828515	3.321825	0.0026
$\ln ENV_{t-1}$	-13.73768	7.445562	-1.845084	0.0760
$\ln ENV_{t-2}$	15.34089	7.442246	2.061326	0.0490
$\ln ENV_{t-3}$	3.918164	6.594775	0.594132	0.5574
$\ln ENV_{t-4}$	-25.01600	5.305735	-4.714897	0.0001
Intercept	5.165740	8.710596	0.593041	0.5581
R^2	0.846189		***Adjusted R^2***	0.760739
DW-statistic	1.929254	F- statistic	9.902697	0.000000
Akaike info criterion	3.153400			

Coefficients in above Table shows the outcome using the Autoregressive Distributed Lag Estimates .This ARDL model is selected on the basis of akaike info criterion. Above examined ARDL regression model table5. exhibits GR (is the dependent variable R-square (R2) of above mentioned model is 0.846189 which basically represents the fitness of the model, Adjusted R-square is 0.760739 F-Statistics of model is 9.902697 with the probability of 0.00000 exhibits the significant impact in model

The relationship between and its own lag is negative and significant at level of 1%. This illustration exhibits that value of 1% lag increases is related with decrease in current lag value of economic growth by 0.400031.

No association found among construction sector () and growth at current construction sector C and first lag value of ,second lag value, third lag value as well as with fourth lag.

A positive association found between inflation and growth and significant at level 1%.it depicts that in existence of inflation economy grow by 5.1691% and has insignificant impact. This is measured by adding up coefficient and intercept of inflation.

Environmental sustainability (has positive and strong relationship with economic growth () statistically significant at 1% level. These above detailed measures explain that 1% increase in environment sustainability may cause results in 19.36 % rise in economic growth has significant impact but negative relationship with lag (with value of 13.73768 having insignificant impact and ( ) has positive association with dependent value with a value of 15.34089 having significant impact on model third lag also have positive impact.

A question arise that what is the basic Reason behind to opt lag model? It's because to seize the effect of time many of the researchers adopt this lag method.

Table-4:
Estimated Long Run Coefficients using the ARDL Approach (2,4, 2, 4) selected based on Akaike info criterion

Dependent variable				
Repressor	**Coefficient**	**Std. Error**	**t-Ratio**	**prob**
Intercept	5.165740	8.710596	0.593041	0.5581
GR_{t-1}	-1.742636	0.198342	-8.786026	0.0000
CS_{t-1}	1.72E-05	3.51E-06	4.909670	0.0000
INF_{t-1}	-0.316240	0.059689	-5.298086	0.0000
$\ln ES_{t-1}$	-0.133319	0.385401	-0.345923	0.7321
GR_{t-1}	0.342605	0.124285	2.756616	0.0103
CS	2.55E-05	9.78E-06	2.603139	0.0148
CS_{t-1}	-3.35E-05	1.00E-05	-3.342753	0.0024
CS_{t-2}	-5.02E-05	1.17E-05	-4.284064	0.0002
CS_{t-3}	-4.74E-05	1.19E-05	-3.995069	0.0004
INF	0.003382	0.066830	0.050607	0.9600
INF_{t-1}	0.413303	0.067681	6.106673	0.0000
$\ln ENV_{t}$	19.36131	5.828515	3.321825	0.0026
$\ln ENV_{t-1}$	5.756940	6.579646	0.874962	0.3893
$\ln ENV_{t-2}$	21.09783	5.824922	3.621994	0.0012
$\ln ENV_{t-3}$	25.01600	5.305735	4.714897	0.0001

The table above postulates the outcomes of Estimated Long Run Coefficients using the ARDL for short. This ARDL model is selected on the basis of Akaike info criterion.

There is no co-integration found between construction sector (Cs), economic growth (Gr), inflation (inf) and environmental sustainability (Es) as the intercept sets as the benchmark in the model statistically above mentioned coefficient is insignificant to postulates the long run impact of dependent variable (Gr).The biggest deficiency is lack of proper economic policies which helps in stabilizes the sectors.

As shown in above described table no association found between dependent variable Gr_t and independent variable Cr_{t-1} but significant impact and more significant result of Cr_{t-2} and Cr_{t-3}.

Positive relationship has been found between inf with Gr_t but insignificant impact, association among inf_{t-1} and Gr_t having significant impact on model of the study.

ln ENV_1 Has strong and positive relationship with dependent variable Gr_t caters significant impact on the model where as *ln* $\boldsymbol{ENV_{t-1}}$ **has positive association** with Gr_t but caters insignificant impact.. *ln* ENV_{t-2} **has the positive association** with Gr_t having significant impact on model

Table-5:

Estimated Long Run Coefficients using the ARDL Approach

Variable	Coefficient	Std. Error	t-Statistic	Prob.
CS	9.89E-06	1.92E-06	5.140020	0.0000
INF	-0.181472	0.034723	-5.226231	0.0000
LOG(ENVI)	-0.076504	0.222621	-0.343652	0.7338
C	2.964326	5.058725	0.585983	0.5628

Source: Summarized and Tabulated by Authors

Above table of ARDL model illustrate the long run association among the variables. In the above table coefficient postulates the negative or positive relationship among the variables.

As according to this study if there is 1% increase in construction sector the economic growth rise by 0.00000 percent but it has significant. If inflation increases by 1 percent then economic growth decrease by 0.181472 percent and if 1 percent carbon dioxide damage increases then economic growth decrease by 0.076504 percent as shown in result it has insignificant impact and the outcome of intercept in the study shows insignificant impact on the model.

$$\mathbf{EC = GR - (0.0000*CS\ -0.1815*INF\ -0.0765*LOG(ENVI) +\ 2.9643\ )}$$

As shown in results Long run relationship has been depicted .The above equation illustrates that growth has no association with construction sector on other hand economic growth has inverse association with inflation as well as with environmental sustainability. But as according to earlier study conducted by (Raza, 2005) that construction sector has strong and casual relationship with economic growth it helps in flourishing the economy in case of Pakistan.

Table 6:

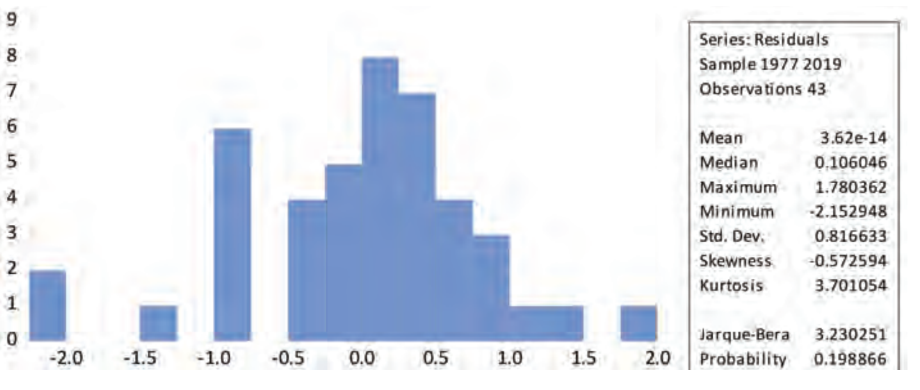
Error Correction Representation for the Selected ARDL Model

Variable	Coefficient	Std. Error	t-Statistic	Prob.
D(GR(-1))	0.342605	0.107019	3.201344	0.0035
D(CONSTRUCTION)	2.55E-05	8.18E-06	3.114054	0.0043
D(CONSTRUCTION(-1)	-3.35E-05	7.98E-06	-4.197276	0.0003
D(CONSTRUCTION(-2))	-5.02E-05	1.02E-05	-4.923995	0.0000
D(CONSTRUCTION(-3))	-4.74E-05	1.01E-05	-4.672781	0.0001
D(INF)	0.003382	0.056246	0.060129	0.9525
D(INF(-1))	0.413303	0.055960	7.385736	0.0000
DLOG(ENVI)	19.36131	4.097925	4.724661	0.0001
DLOG(ENVI(-1))	5.756940	4.701453	1.224502	0.2313
DLOG(ENVI(-2))	21.09783	4.849432	4.350578	0.0002
DLOG(ENVI(-3))	25.01600	4.662810	5.365004	0.0000
CointEq(-1)*	-1.742636	0.168930	-10.31571	0.0000

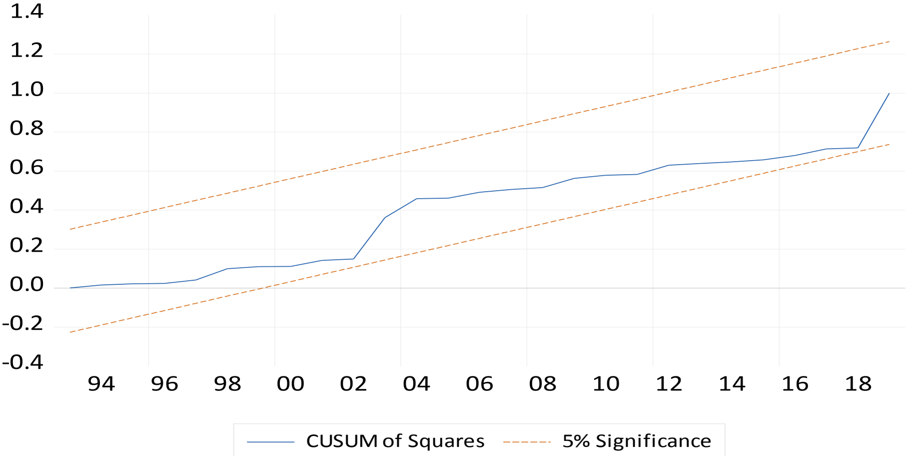
Error correction model is use to estimate the speed at which dependent variable (Gr) return to equilibrium after change in independent variables (Cs,inf and Env). In above table ARDL model shows value of ECT (-1) is negative and significant at 1% level .The figure of error correction term in above mentioned table is 1.742636 which illustrates that disequilibrium is corrected 174.26 % in one year and equilibrium will be achieved by model in 0.574 years and it has significant impact. In Pakistan Construction sector provide effectiveness in economic growth as shown in short term analysis.

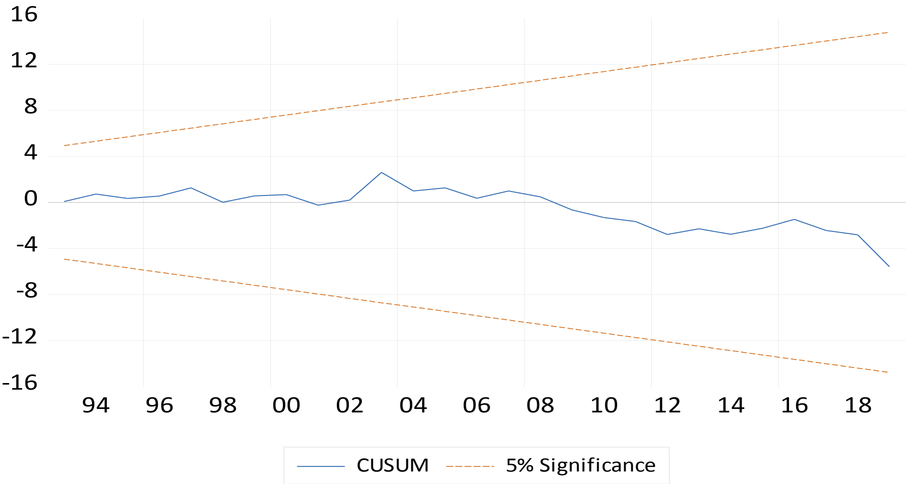
Residual Normality Test

The table shows that the residual spread as well as the value of the Jarque-Bera test, whereas the standard level of probability demonstrates that residuals are normally distributed. The results of the test showing the residuals are normally distributed are also supported by the values of skewness and kurtosis. The following numbers illustrate the amount of data variation that still exists.



Plot of Cumulative Sum of Recursive Residual





Source: Summarized and Tabulated by Authors from Eviews

Basically the cusum test helps in finding the stability of coefficients. So, the illustration of cusum test as above mentioned diagram is that at 5% significance level cusum test(shown by blue lines) does not cross upper and lower critical limit(red lines)this concludes that the model is stable.

Serial correlation:

Serial Correlation also known as autocorrelation. Existence of auto correlation problem in time series regression is quiet usual. Existence of autocorrelation refers to observations of error terms follow a pattern. Breusch Godfrey serial correlation test employ to check the autocorrelation. Durbin Watson Test confined or limited to detecting first order autocorrelation, whereas Breusch-Godfrey (BG) test can detect autocorrelation up to any pre-assigned order.

Table.8

Breusch-Godfrey Serial Correlation LM Test

Breusch-Godfrey Serial Correlation LM Test:			
Null hypothesis: No serial correlation at up to 2 lags			
F-statistic	0.213990	**Prob. F(2,13)**	0.8088
Obs*R-squared	0.723736	**Prob. Chi-Square(2)**	0.6964

As above table postulates,

Null hypothesis: there is no auto correlation.

Alternative Hypothes: there is autocorrelation

More mentioned is above (BG) correlation table that the value of probability is 0.6964 greater than 0.05 so we accept null hypothesis that there is no serial autocorrelation exist in the study.

Heteroskedasticity Test:

Heterosidaticity means scattered differently as according to assumption of classical linear regression model it refers to there is change in mean of error terms. And the scattered plots of errors terms shows different variation depending upon independent variable and in shape of cone whereas inverse of heteroskedasticity is homosesidasticity in which mean of error terms remains constant in disturbance of model mean of errors have same scatter regardless of other variable.

Breusch-Pagan-Godfrey test also known as walt test developed in 1979 it is use to verify heteroskedasticity has only possibility to verify for linear form of heteroskedasticity.

Table 9.

Heteroskedasticity Test: Breusch-Pagan-Godfrey

Heteroskedasticity Test: Breusch-Pagan-Godfrey			
Null hypothesis: Homoskedasticity			
F-statistic	0.985164	**Prob. F(15,27)**	0.4955
Obs*R-squared	15.20990	**Prob. Chi-Square(15)**	0.4364
Scaled explained SS	8.098791	**Prob. Chi-Square(15)**	0.9198

Null Hypothesis: There is no Homosidasticity present is the data.

Alternative Hypothesis: There is Heteroskedasticity present in the data.

If P<0.05 we reject null hypothesis but p-value is 0.4364 which is greater than 0.05 so we accept null hypothesis .Hence there is no Heteroskedasticity exist in the data.

Table 10.

Heteroskedasticity Test: White

Heteroskedasticity Test: White			
Null hypothesis: Homoskedasticity			
F-statistic	1.191291	**Prob. F(15,27)**	0.3350
Obs*R-squared	17.12488	**Prob. Chi-Square(15)**	0.3115
Scaled explained SS	9.118459	**Prob. Chi-Square(15)**	0.8712

Null Hypothesis: There is no Homosidasticity present is the data.

Alternative Hypothesis: There is Heteroskedasticity present in the data

If P<0.05 we reject null hypothesis but p-value is 0.3115 which is greater than 0.05 so we accept null hypothesis .Hence there is no Heteroskedasticity exist in the data

CONCLUSION AND RECOMMENDATIONS

The primary objective of this research is to investigate the influence that Pakistan's construction industry has on the country's overall economic growth. This analysis covers the time period from 1973 all the way up to 2019. In this evaluation, proxies for assigned variables include the percentage of GDP for growth, the percentage of GDP for the construction industry, the consumer price index (CPI) for inflation, and the percentage of carbon dioxide emission for environmental sustainability. The unit root test is used to determine whether or not the data are stationary. For the aim of determining the long run connection between the variables, an autoregressive lag model (ARDL) is used, whilst an ECM model is utilized for determining short run analysis.

As may be seen in the evaluation shown before, level growth has been seen in the building industry. Both inflation and environmental sustainability are stable at the first difference level, which is set at a significance level of 1%. Since one of the variables is stationary at the level, and the other is stationary at the initial difference, i.e. I(0) and I(1), there is sufficient reason to apply an autoregressive lag model.

As shown by the ARDL model's outcome, the F-statistics are 18.53659 higher than the upper limit and lower bound at 1% significance. This demonstrates the validity of cointegration between the chosen variables for the investigation of Pakistan from 1973 to 2019.

As a result of the short-run study, it has been shown that at a significance level of one percent, the ECT value is negative, and the mean ECM converges to equilibrium. The number for the error correction term is 1.742636, which shows that the disequilibrium is corrected by 174.26 percent in one year and that the model will attain equilibrium in 0.574 years. According to the findings that were derived from the data, all of the null hypotheses were found to be rejected, which suggests that:

Construction industry, inflation rate and environmental sustainability have significant impact on economic growth of the country.

There are a few steps that need to be performed in order to ensure the continuous success of the building industry. The absence of appropriate policy and project management, as well as lack of information, tools, skills, and procedures, is the cause of underdevelopment of the construction industry. Due to the fact that it has both backward and forward linkages, which contribute to the economy's fast expansion, this sector need additional focus and attention. The number of individuals investing in Pakistan's construction industry continues to rise, leading to the sector's continuous growth.

Inflation causes increase in cost of construction so government should reduce taxes on raw material in order to increase the output.

More construction explosions and industries contribute in increasing emission rate of carbon dioxide which is quiet harmful for all. Pollution free environment is required for healthy life.

There should be such technology which helps in productivity with pollution free environment.

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Journal of Business Strategies, Vol. 16 No.2, 2022, pp 85–124 *DOI:10.29270/JBS.16.2(22).05*

EQUAL EMPLOYMENT OPPORTUNITIES FOR WOMEN IN THE IT DEPARTMENT: A QUALITATIVE STUDY

Iraj Hashmi

ABSTRACT

Diverse demographics such as gender, age, and cultural origin, as well as characteristics directly relevant to the job, including tenure, education, and functional background, present a challenge as well as an opportunity for organizations. A company's competitive advantage is significantly derived from its workforce diversity. Numerous studies have shown that inclusiveness produces more creative, innovative, profitable, and flexible teams that can satisfy the rapidly shifting global client demands. The study focuses on Pakistani women's equal employment opportunities. The precise goals of this study are to ascertain the existing status of women in IT departments, evaluate their roles, and identify the reasons as to why women are not considered equally while recruiting for IT departments. Pakistan offers a distinctive research framework for examining equal opportunities because of the confluence of religious, cultural, social, and historical factors that are frequently at odds with one another. In order to assess the possibility of equal employment opportunities, a total of 8 interviews were conducted, 4 of which were with working women from various IT departments located in Karachi. The other 4 interviews were with women who do not work in IT departments. The qualitative data will reveal a lot about the existing situation of Pakistani women working in IT departments who may or may not be pursuing their professions in patriarchal cultural settings.

Keywords: *Equal Employment Opportunity, Pakistani Working Women, IT Departments, Karachi, Pakistan, Recruiting, Employment*

INTRODUCTION

Background of the Study

Women's professional disparities negatively impact not only women, but also families and communities (Kossek et al., 2016). According to studies, it is problematic to speculate about and limited equal opportunity within the context of organizational structure because it ignores crucial societal and personal traits that exist outside the organization but still have an impact on organizational approaches, experiences, and diversity management outcomes. In their theoretical approach of a relational structure of international transmission of diversity management implications, (Syed & O'zbilgin, 2009) claim that the mainstream single-level conceptions of managing diversity within the realm of legitimate or organizational policy struggle to understand the relational interaction of fundamental roles and assertive issues of equality.

Inequality along with bias based on gender is now a reality in our society; however, this may differ depending on the culture of Pakistan (Delavande, 2013). According to the Pakistan Economic Survey girls have a literacy rate of 22%, while boys have a literacy rate of 47% (Pakistan Econimic Survey, 2012). In Pakistan's conservative communities, the majority of women do not contribute to family income or household expenses. Males in patriarchal families are frequently opposed to women working to earn money, and most of these people are uneducated and conservative. In comparison to the private sector, the public sector wields enormous power and influence over gender discrimination.

In the field of postsecondary education, women face more bias than men. Equal treatment and tasks pertain to both men and women, according to the Quran, the Muslim holy book. Human Resource Management (HRM) plays a significant role in any organization because it is distinct from the other departments in that it deals with people. As we all know, the HRM department's main focus is hiring, developing, and retaining an organization's employees' skills and talents. Discrimination can be classified into two categories: fair and unjust. Discrimination against employees based on their skills, talents, and distinctions is based on fair discrimination, but discrimination against employees on the basis of their race is based on unfair discrimination. Pakistani female's workforce participation was (13.4% in 1990; 24.5% in 2016), a significant Islamic state, has climbed in tandem with GDP, it remains much lower than in other countries with comparable incomes (World Bank, 2016). In terms of gender equality, Pakistan ranks second bottom (143rd out of 144 nations) in the World Economic Forum's Global Gender Gap Index (GGGR, 2017).

Every country's constitution protects the right of every individual to assert their liberties, regardless of gender, caste, colour, nationality and social origin, political and religious convictions, possessions, or economic class. The legislation, now known as the Equal Opportunity for Women in the Workplace Act of 1999, pertains to private companies with more than 100 staff members and calls for each recruiter to submit annual and, as of recently, biannual status update on their compliance with the Equal Employment Opportunity Amendment (EEO) and policy implementation, including the number of employed men and women in each job position. Diverse management is a method of equalizing employment chances. In 1972, Congress passed EEO, prohibiting discrimination in the workplace based on gender, caste, colour, or religious beliefs.

The progress toward workplace equality has come to a halt due to the apparent discrepancy among leaders. A shift in emphasis from equal opportunities to diversity training has resulted in a shift away from addressing historical and institutional mistreatment of groups, particularly women, and toward career-family balance laws that emphasize differences (Strachan , Burgess, & Henderson, 2007). Females constitute below 8% of Pakistan's full-time permanent workforce.

According to Pio and Syed (2013), nearly four out of every five Pakistani adult females do not work. The situation is similar for educated and competent women, since just approximately 25% of Pakistani women with a graduate degree work outside the house (Tanaka and Muzones, 2016). A lack of women in the work force leads in a considerable potential loss of economic growth productivity. It is now time to begin recognizing and eradicating the core causes of female career inequity and to focus our efforts on a thorough evaluation of the problem in Pakistan.

Females constitute below 8% of Pakistan's full-time permanent workforce. Women account for less than 1% of permanent full-time production employees and 1.5 percent of permanent full-time non-production workers in the country's manufacturing and associated industries. In addition, women conduct the majority of unpaid work—64 percent of female employment is unpaid, which is twice the South Asian average (International Finance Corporation, 2018). In order to enhance GDP (Gross Domestic Product) growth, Pakistan would need to take substantial measures to overcome gender inequities in economic participation. Pakistan's GDP might increase by 30% as a result of this (International Finance Corporation, 2018). Women's engagement in IT departments of related industries would be crucial in this context. Pakistan will contribute to commercial and economic prosperity by utilizing its untapped resources (World Bank Group, 2015).

Geographical Study

The geographical focus of this research where the research was decided to be conducted was chosen to be Karachi, where we explored perceptions of people within Karachi, Pakistan.

Scope of the Study

This research focused on Pakistani women's equal employment opportunities in Information Technology departments. The purpose of this study was to see if the current Pakistani enterprises adhere to gender equality when it comes to filling IT unit roles with women.

Research Purpose

The central purpose of this research was to assess several approaches for maximizing female representation and inclusion in IT departments by building on existing successes and strengthening policies, collaborations, and initiatives for women.

Statement of Problem

Equal opportunities and their management have been a hot topic in both academic and corporate circles for the past 30 years. Despite this, scholars from the United States and Europe, particularly Spain, conduct the majority of research on gender diversity however, there is little research on equal opportunities concerns and administration in third-world countries, despite the fact that these countries are particularly exciting for research due to their elevated levels of multiculturalism and the influence of planned economies on women's standing (Amorelli & Garcia-Sanchez, 2020). Our study's main objective was to determine the causes of the lack of female representation and inclusion in IT departments by building on the successes of women already in the field and expanding the policies, partnerships, and efforts already in place to give women equal chances.

Research Questions

The following research questions have been explored and answered through the current study conducted by us:

1. Is the equal opportunity concept correctly understood and used by manufacturing organizations having strong Informational Technology (IT) departments operating in Pakistan?
2. What is the situation of Gender Equality in concerns to IT units in the workplaces in Pakistan?
3. What impact does inclusion of females and appointing of females play in IT departments of manufacturing companies?

Significance of the Study

This research is important because it has identified and addressed all the barriers that may prevent women from breaking through stereotypically male-dominated IT units, and this study has also contributed to helping people get awareness and development in the industry by teaching them about workplace gender discrimination.

LITERATURE REVIEW

The current paper's literature review discusses the topic of equal employment opportunities in organizational IT departments. It begins by defining the term "diversity," then goes on to address the benefits and cons of organizational gender policy and female inclusion in the workplace, as well as different methods to workforce management. Despite the fact that the proportion of women working in the technology sector has increased over the previous years, there is still a worrying gender imbalance in the sector. According to data from 2015, women made up fewer than 30% of the workforce at the major tech firms, and they held only 15.6% of the positions that were expressly related to Information Technology. It is challenging for women to break into this field. But when they do, it is advantageous if they can offer assistance to those who are just starting out in their careers. The conclusions are based on studies published in academic journals in the fields of diversity, social inclusion, and organizational and human resource management.

Diversity Concept

Diverse perspectives are often discussed in current literature and corporate activities (Cox, 1994). The strong globalization processes are one of the key factors for the diversity of interest. Globalization's development and its impact on our daily and business lives is a fact, not a theory or a projection. Increasing market connectivity, liberalizing country borders, and eliminating tariffs and tax levies are all contributing to the existing progressive globalization phenomena. “Global competitiveness is the single most significant economic truth of life in the 1990s, and there is no going back,” it was said in 1990 (Thomas, 2004).

The results of diversity have soared to business practices, and diversity management has advanced toward the strategic goal of the enterprises. It has become essential to promote and preserve diversity in the workplace because it is clear that the workforce, customer base, and general culture are becoming increasingly diverse. In the late 1950s, campaigns for equitable employment opportunities in the United States started to receive more attention from research and varied scholars. Before the late 1980s, diversity was not considered to be a chance and a benefit for the organization. Cox (2012) in his writings famously referred to it as a double-edged sword. He has been studying the impact of diversity on group performance for the last 40 years.

Importance of Diversity at Workplace

Given how highly appreciated a varied workplace culture is by employees, the value of diversity in the workplace is more important than ever. The advantages of diversity in a workplace are obvious; not only does it raise employee morale and productivity, but it also improves financial results for firms that embrace it. What exactly do we mean by “diversity” when we talk about how a business can succeed by utilising the distinctive skill set of a varied team? Definition of Diversity at Work the Oxford English Dictionary defines diversity as “the practice of including or involving persons from a range of various social and ethnic origins.” It also applies to things like gender, colour, age, and disabilities.

Equal Employment Opportunities

Equal opportunity has been proposed as a means of achieving parity at work, both in terms of the number of women working and in – anti fields of work, including management, using regulated and, more recently, non-legislated measures. Equal Employment Opportunity, on the other hand, is only a part of the remedy to inequities caused by institutional bias and disadvantages (Poiner & Wills, 1991). According to the authors, fair and equitable management is difficult to define and even more difficult to implement and measure (Strachan , Burgess, & Henderson, 2007). Equal employment opportunity principles are implemented in three areas: structures, procedures, and policies.

It is also crucial to acknowledge Pakistani women's internal heterogeneity because of their several and overlapping identities, such as those based on their familial status, education, religion, ethnicity, and so on. Women's status in Pakistan is inconsistent since gender intersects with numerous types of identity (Syed & O¨zbilgin, 2009). Due to uneven socioeconomic development, the effects of tribal, feudal, and capitalist structures on women's life, and the disparities in status between castes, geographies, and the rural/urban gap, there are considerable differences in the status of women across these dimensions. Pakistan has ratified or recognized a number of international accords that support women's growth in the workplace in addition to their constitutional rights.

It is investigated how inequality based on gender impacts employee happiness, motivation, devotion, and excitement, as well as stress levels, (Neschen and Hugelschafer, 2021). They came to the conclusion that women face more discrimination in the commercial sector than in the public sector. Workplace dedication and job satisfaction are negatively impacted by gender discrimination. When they experience gender discrimination, women are less engaged and excited about their jobs. Gender inequality and stress levels are strongly associated. Women are more prone to experience stress at work when there is gender discrimination. Employee loyalty to the organization suffers greatly when there is discrimination in terms of pay, advancement, and recognition.

Theoretical Perspective

Some gender diversity initiatives have a bad name for promoting meritocracy or serving as a pretext for discrimination against dominant groups. The fundamental differences between men and women's occupational roles are utilized to substantiate these views (Fine, 2019).

At the 1978 Women's Exposition in New York, Marilyn Loden used the term "glass ceiling" for the first time when she was speaking on a panel. The term "glass ceiling effect" describes the pervasive opposition to minorities and women obtaining senior management positions in major organizations. The name gained popularity in the middle of the 1980s, but nobody is certain who came up with it. In the late 1970s and early 1980s, many women entered the job, but they were restricted from rising over a particular managerial level.

Categorization theory presents a way for categorizing people based on observable features. It is a social construct that helps the brain categorize people and allocate them to groups based on characteristics or features (Turner, 1987).

Legitimacy theory, as articulated by (Adams and Harte, 1999), posits that businesses will try to depict themselves in a socially acceptable light and justify their business decisions through disclosures.

The glass ceiling theory and the social categorization theory will be used in this research. The glass ceiling was first used to describe the experiences of women in the workplace but has since been expanded to include the experiences of professional minorities whereas in the social categorization theory. People who belong to one group, the in group, usually overestimate the advantages of that group while underplaying the drawbacks of another group, the out group. Being a part of the best or superior group helps people feel more confident in them.

Industry Perspective

Gender disparity in the workplace remains in the modern world, both laterally (across industries) and vertically (corporate hierarchy). Some gender diversity efforts have a negative reputation for propagating a meritocracy or a basis for discrimination against dominant groups. The natural variation created by the types of vocational positions between men and women is used to justify these notions (Fine, 2019).

Various justifications for increasing gender diversity in the workplace can be found in the literature. In terms of cognitive and emotional processes, or how men and women behave, feel, and think, there is a significant difference between men and women. (Eagly, 2016) elaborates on the second most frequently cited advantage of gender diversity, which is based on the business benefits of involving women in the company’s decision-making process.

Even though the most of researchers look at the link between gender diversity on companies and organizational performance, other studies have found that female presence improves non-financial outcomes such as corporate social responsibility and governance (Nadeem, 2017). The current business environment and today's culture emphasize corporate involvement in societal goals and support for charitable causes and other forms of philanthropy.

Encourage women to get involved

The absence of ladies and minorities in innovation professions, (Brown, 2001) to some extent, to absence of access and suggested that schools guarantee that PC labs are available to every orientation, ethnic and financial gathering; use programming that is liberated from orientation and ethnic predisposition; and survey and change value approaches occasionally. As per (Pamela, 1999), orientation holes in experience with and mentalities toward PC innovation in K-12 homerooms resonate into postsecondary training and the work market. In taking a gander at how to enlist women into science, designing, and innovation majors (al., 1999)noticed that the low cooperation of women in these majors does not start at the place of admittance to advanced education, however, relates to authentic and social factors that originate before the choice to enter school. Getting females intrigued. Crombie, (Abarbanel, 2001) investigated the requirement for proactive enlistment procedures designated at potential female software engineering majors.

Innovation, as it is right now introduced, is not extremely interesting to females, and it very well may be made more to intriguing to ladies by accentuating the more human interchanges angle as opposed to only the recovery of data, (Bennett, 1998). (Olsen, 2000) recommended effort to adolescent young women which centers around cooperation, inventiveness and applying IT ideas to social issues. Taking into account that enlistment endeavors start when understudies are in secondary school, (Clark, 1999) suggested summer science and math programs for young kids, (Smith, 2000) recommended supporting vocation fairs that incorporate math, science, and innovation experts. (Brown, 2001) recommended associating innovation to the interests of females and minority students.

Innovation in center schools, utilizing agreeable and cooperative procedures to advance learning through friendly communication, attempting to change social perspectives, and giving promising female understudies coaches are good examples. A few creators referred to the requirement for single-sex classes (Bowden, Crombie et al., & Thom, 2001) suggested that the certainty of young women studying customarily male-overwhelmed fields can be upgraded by individual classes and review conditions. (Crombie et al., 2001) suggested that such courses be presented as soon as secondary school, particularly in software engineering. (Bowden, 2001) noticed that one method for enlisting more young women in software engineering classes is offer single-sex classes yet recommended such a training to be cost-restrictive.

Career Decision

Additionally, noticed that the disappointment of young women to take elective computer science courses in secondary school might restrict their vocation choices, both in IT and in other profession fields (al. C. e., 2001). Since positive encounters with computers are great indicators of uplifting outlooks toward computers, which are great indicators of future enlistment in computer science classes, Crombie et al. recommended that rising female enlistment to having a basic number of females in computer science courses will assist with building uplifting outlooks toward computer science. One more variable influencing the enlistment of women into technology vocations is the discernment that easily the smartest understudies ought to seek after such professions.

Concentrates on show that while men with normal grades sign up for school computer science programs, women with normal grades are substantially less prone to seek after such a significant. The specialist proposed that notwithstanding having reliably higher grades than males in anything they examined, females need trust in their capacities and may exit to try not to shame themselves. Understudies could likewise be put off by the requirements for taking processing courses (Neuman, 1991) with pointlessly high essentials for computer courses denying normal and more slow understudies of computer amazing open doors the discernments that simply the smartest understudies ought to seek after computer vocations and that guys will improve in these fields starts in secondary schools. Around 15% of school-destined seniors select to take no less than one Advanced Placement (AP) test, yet men are more probable than females to take AP tests in computer science and bound to score “3” or higher, qualifying them for school credit or fitting position (“Girls Math/Science Education,” 1998). As per (Pamela, 1999) in 1999 just 17% of secondary school understudies taking the high-level position test in computer science were female.

Absence of vocation information was referred to by (Brown, 2001) as one motivation behind why women do not seek after professions in technology.

(Crombie et al., 2001) additionally referred to the need to give vocation information about computer science to women, as did (Kahle, 1989). Different creators have recommended that making females mindful of the great pay rates in the IT field might urge more females to seek after such vocations. (Bowden, 2001) noticed that IT professions are among the most ideal paying vocations that anyone could hope to find, and (Sciannamea, 1997) noticed that females presently bring in the same amount of cash as the guys. (Bowen, 1999) Brought up that women might favor fields in which their abilities are probably not going to become out of date, as numerous women require quite a while off work to bring up their youngsters. On the other hand, a woman in the computer science field requires a five-year time away, her computer science abilities will be obsolete when she gets back to the work force, which might be the reason women who seek after vocations in science incline toward the existence sciences (Larsen, 2001) noticed that women who seek after vocations in technology, specifically, should be deep-rooted students, and training value can at this point not be addressed exclusively concerning what occurs in schools and universities, yet all through women's lives.

(Woodka, 2001) had a problem with ideas that extended periods and absence of adaptability are frightening young ladies off from the IT field and directed out that women go on toward be drawn to professions in regulation and medication which are similarly as tedious. Woodka noted, in any case, that vocations in regulation and medication are seen as aiding callings portrayed by a lot of individual connection, while IT professions are not.

(Post, Stewart and Smith, 1991) concentrated on vocation dynamic variables for Pakistan men and females. A math/science self-viability poll was directed to an example of 82 female and 29 male first-semester newcomers who were signed up for a scholastic help course for minority understudies. Understudies evaluated themselves regarding instructive self-viability, instructive certainty, work viability, work certainty, interest, and thought for 24 vocations, a big part of which had a math/science direction. The scientists' discoveries proposed that interests play love significant job in vocation decision making for women, with men finding self-adequacy and certainty more significant. Men pick professions they feel certain about while women pick vocations, they are keen. Post et al. recommended that orientation as opposed to race might be the explanation African American females are presented in math and science professions.

Different creators venture to such an extreme as to offer a fair warning about empowering more women to seek after such vocations on the grounds that not every person is appropriate for them ((Farmer, 1995). These specialists concentrated on 173 members, 97 women and 76 men, who had sought to a science, math, or technology vocation when they were in secondary school in 1980. The specialists saw that as by 1990, just 36% of women and 46% of men had continued in a science-related profession. As a matter of fact, their discoveries demonstrated that women who had high vocation responsibility were significantly bound to switch away from professions in science, math, and technology. One recommended clarification for this was that women's profession advancement is more perplexing to such an extent that vocation interests take shape later in women. These creators observed that vocation constancy among women was most connected with self-adequacy by implication-affected determination, which was interceded by math science utility.

Critical Review of Literature

According to (Thomas, 2004) and (Cox, 1994) diverse perspectives have become important and globalization has encouraged increased global competitiveness which is the truth and reality which cannot be ignored. Diversity management has grown into a company's strategic objective, with the outcomes of diversity rising to business practices. Because of the clear rising variety in the workforce, existing customers, and culture at large, it has become critical to promote and sustain workplace diversity.

(Poiner & Wills, 1991) believed that Equal opportunity is recommended as a strategy of reaching equality at work, both in terms of the quantity of women working and in – anti areas of work, such as management and in IT, via the use of regulated and, more lately, non-legislated initiatives. According to them Equal Employment Opportunity, on the other hand, is merely one component of addressing disparities created by institutional prejudice and disadvantages.

It is also critical to recognize Pakistani women's inherent diversity and the distinct roles they play as a result of their numerous and diverse personalities, such as those based on family situation, religion, culture, education and so forth. As per (Syed & O¨zbilgin, 2009) Women's status in Pakistan is inconsistent since gender intersects with numerous types of identity. In Pakistan women's status and the category of responsibilities differ depending on what social class, region, or area they belong to, this may be linked to imbalanced career progression as well as the influence of ethnic, feudal, and capitalist institutions on the lives of women aside from constitutional rights and freedom.

As stated by (Neschen & Hugelschafer, 2021 Gender imbalance affects employee satisfaction, motivation, commitment, and enthusiasm, as well as psychological stress. They determined that in the private sector, women encounter more discrimination than in the government sector. Discrimination based on gender has an adverse impact on job satisfaction and dedication. When women are discriminated against because of their gender, they are less interested and enthusiastic about their jobs. Stress levels and gender disparities are intricately bound. Women are more prone to work under stress if there is gender discrimination. Employee loyalty to the organization suffers greatly when there is discrimination in terms of pay, advancement, and recognition.

In the theoretical perception of the literature review, (Fine, 2019) some gender diversity efforts have a negative reputation for encouraging meritocracy or discriminating against dominant groups as an excuse. The inherent distinctions in men's and women's employment responsibilities are used to support these claims. the concept of glass ceiling has been mentioned which has been attributed to widespread opposition to women and minorities rising to positions of senior management in major organizations. Even though no one knows who coined the phrase, it became popular in the mid-1980s. In the late 1970s and early 1980s, a large number of women entered the labour field, but no matter how hard they worked, they were unable to advance beyond a certain level of management.

As far as the industry perceptive is concerned the IT departments in Pakistani manufacturing industry prefer males in senior management and that pattern can be seen in different organizations across Pakistan. (Eagly, 2016) elaborated that the second most identified benefit of gender diversity is based on the business benefits of incorporating women in company decision-making process, women are better at making immediate decisions and giving relevant solutions based on the criticality of a situation.

The present competitive landscape, as well as today's society, emphasizes corporate engagement in social goals, as well as increased support for charity initiatives and other types of philanthropy. As mentioned by (Nadeem, 2017) non-financial outcomes such as corporate social responsibility and governance benefit from the presence of female representation in different industries.

Research Gap

Author	Year	Topic	Methodology	Research Findings
Faiza Ali	2013	"*A multi-level perspective on equal employment opportunity in Pakistan*."	Qualitative Research- The article addresses multi-level challenges of women working in Pakistani companies using in-depth qualitative interviews with 30 working women in Lahore.	The study demonstrates that relying primarily on organizations and holding them entirely accountable for equal opportunity may be insufficient, because organizational hierarchies and equal opportunity practices are influenced by both Macro societal (e.g., legal, sociocultural) and micro individual elements (e.g., intersectionality, agency). The research reveals the distinct sociocultural and structural problems that working women in Pakistan face, as well as the methods in which these women may negotiate and overcome some of these challenges.
Glenda Strachan Lindy Henderson John Burgess	2007	"*The Australian experience with equal employment opportunity policy and legislation*."	Qualitative Research- This research focuses on Australia; however, the pattern of multiple methods is shared by other Western countries. Women's outcomes will differ depending on how businesses choose to execute an equal opportunity program. Value & Originality - The research paper provides information about policies and legislation related to Equal Employment Opportunity in Australia.	Organizations are confronted with a variety of policies from which to adopt, resulting in a wide range of equality initiatives with varying outcomes for working women.

Rana Nadir Idrees Muhammad Waqas Abdus Sattar Abbasi	2013	"*Systemic Study of the literature on Diverse Workforce in Pakistan.*"		The deductive approach was used to get the conclusions. Female employees face greater discrimination in the private sector than male employees do in the public sector. Workgroup heterogeneity is a crucial factor in producing more innovative and effectual decisions. Owners and managers with a solid educational background and a dedication to inclusiveness and diversity work for it.
Siraj Jamal Siddiqui	2014	"*Glass Ceiling in Pakistan: A Myth or Reality*."	Quantitative Research	Being a female in Pakistani organizations poses no gender-based barriers to women's career advancement, but women's techniques and communication styles at job, as well as their decision to quit or choose employment, impact their journey to the top hierarchy in businesses. Both independent variables Self Selection and Women Approaches and Communication Style are substantial, it indicates that if women face difficulties in career advancement, it may be due to their own choice to engage in professions with limited opportunities for advancement and their strategies at work to socialize and interact with others.
Syeda Hoor-Ul-Ain. Khalid M. Iraqi	2022	"*Gender-inclusive corporate boards and business performance in Pakistan*."	Qualitative Research	The findings of the study highlight an imperative necessity for the establishment of gender parity social changes in order to provide competent women with the legal rights that they deserve.

Marriam Ayub Rao Aamir Khan Muhammad Khushnood	2017	"*Glass Ceiling or Personal Barriers: A Study of nderrepresentation of Women in Senior Management*."	Qualitative Research- The study seeks answers to questions from experienced respondents working in private enterprises to investigate the topic of women's underrepresentation. The current study used semi-structured interviews to collect data from women at the middle and upper management levels in a variety of industries, including private banks, higher education, multinational corporations, information technology firms, telecommunications companies, and non-governmental institutions.	This study investigates the constraints in women's advancement to higher positions in private enterprises. The question is whether the glass ceiling is caused by cultural or individual qualities. It was also meant to analyze the relative importance of personal traits of female employees and glass ceiling concerns. The findings are summarized below.
Abdul Rauf. Syed Muhammad Shahid Tirmizi. Iram Sultana. Muhammad Saeed	2021	*"Gender Equality in Islam and gender biased discrimination in global Muslim societies: Analytical and critical evaluation."*	This research investigation was carried out using analytical and critical evaluation methods. Gender discrimination is still prevalent in Muslim countries, as evidenced by published journal papers, news stories, and novels, among other sources. These analytical analyses are then critically reviewed considering primary study resources such as the Holy Quran and Sunnah.	Education and Knowledge enable to shatter the model of gender inequality and makes permanent advances for females in developing countries such as Pakistan, among others. Pakistan has made limited investments in educational fields, particularly in female education. Girls' education causes significant societal transformation. Educated females are crucial in putting a stop to this quickly spreading idea of gender inequality.

Babak Mahmood Malik Muhammad Sohail Salman Khalid Iram Babak	2012	*"Gender Specific Barriers to Female Entrepreneurs in Pakistan: A Study in Urban Areas of Pakistan."*	The qualitative methodology was used. This study's sample focuses on female entrepreneurs chosen by the research team. The information was gathered by native field researchers who are more familiar with the local culture and language.	Many connections in challenges were discovered among Pakistani female entrepreneurs. Pakistani female entrepreneurs were discovered to have numerous challenges in common with other female entrepreneurs in underdeveloped nations. According to the research, factors such as "lack of financing, mobility restrictions, limited decision making, lack of role models and guiders, men's market dominance, family pressure, and discrimination" are key impediments to entrepreneurship.
Jawad Syed	2006	"*Pakistani model of diversity management: rediscovering Jinnah's vision*."	The research examines the statements and ideologies to describe his vision of variety and inclusion, Pakistan's founder, Muhammad Ali Jinnah, In Pakistani society, there is equality of opportunity.	The research highlights four important characteristics of Jinnah's vision: first, democracy, which ensures the involvement of all groups of people in socioeconomic and political realms of life; second, development; and third, peace. Second, an egalitarian interpretation of Islam that is seen to be congruent with the concepts of social justice and equal opportunity. Third, stringent rule of law enforcement with no tolerance for favouritism or prejudice. Fourth, additional safeguards for minorities, women, and other vulnerable groups. Overall, the four elements point to a societal instance of diversity management.

Female participation is a significant issue in today's globe. Companies are investing significant financial resources and time to support workplace diversity programs in order to balance the still unequal gender distribution at work. Failure to address the significance of gender diversification may undermine a company's position, expose it to needless lawsuits, and, most critically, hinder it from improving performance through a diversified workforce (Scarborough, 2019).

Several researches have suggested that the soft quota system should be reconsidered due to its inefficiency and lack of success over the last ten years (Menendez & Gonzalez, 2012). Even in the future, 40 percent female representation would be hard to attain given the current rate of development. 767 companies were evaluated on their gender equality growth from 2005 to 2014, Cabo's largest surveys (2019). Companies that solely rely on government contracts have had an annual increase of 4%, with a current boardroom proportion of 60%. These were businesses that would immediately profit from the soft policy's incentives.

On the other hand, little to no research has been done regarding equal employment opportunities in IT departments of firms operating in Pakistan.

METHODOLOGY

Data

The research method we selected for this study is qualitative research method. This research is a type of exploratory research method that solely focuses on gathering information through open-ended, conversational discussion. This strategy mainly focuses on the participants' experiences while answering their how and whys. In other words, Qualitative research methods allow for a deeper interrogation of respondents based on their answers through which the researcher attempts to understand their feelings and their purpose. It is critical to make certain that the context and story of qualitative work are not lost by attempting to quantify something that is not supposed to be quantifiable. Qualitative data consists of themes and patterns that are quite difficult or impossible to quantify. Which is why for this research topic, a qualitative method has been chosen.

Sample and Sampling Technique

The sampling approach will be a Purposive Sampling, observed to be a cost-efficient sample selection method. In this type of method, the researcher chooses the best-fit participants for the systematic investigation by depending on their own observation and knowledge. It enables you to get the most out of a tiny sample size and provide useful study results.

Research Design

Our study will be based on exploratory research design. In an exploratory design, the researcher's main goal is to investigate research questions that have not been investigated prior to the research. It can also be defined as a research method for exploring an issue that is not well defined. It is based on qualitative research methodology.

Population

The population we will base our study on includes eight female participants among which 4 women are employed in the manufacturing sector from Information Technology department in Karachi and 4 unemployed women with a degree in IT (Information Technology).

Instrument

Interview protocol is our research instrument.

Data Collection and Analysis

Data collection will be done through interviews and thematic analysis will be the method employed in this research which is a type of qualitative data analysis method that deals with searching for repeated patterns in a data collection, as well as analyzes them, and reports on them (Braun & Clarke, 2006).

DISCUSSION AND ANALYSIS

Thematic Analysis

The given themes were picked from the interview responses that were collected from the respondents.

Responses from Women Not Employed in IT Departments

Equal Opportunities

Equal opportunity refers to the principle of giving each person equal opportunities for employment, earnings, and promotion regardless of their background, race, color, or dialect specifically without discriminating against any group of individuals.

Traditional Companies

Traditional businesses frequently make stereotyped hiring decisions, giving men more career options than women. This could involve typical businesses with a staff that is more male dominated than female. This might be a result of employers' traditional viewpoints, which still view women as weak and less qualified for technological positions.

Role division of Genders

Typically, it is seen that certain genders are given distinct roles in either daily life or the job. For example, women are typically not given preference for administrative or audit positions in academic institutions and are typically solely appointed as teachers. Additionally, it is uncommon to see a woman working in a factory or delivering packages on a bike. Women are given options where they can work while considering culture.

Gender Equality

In terms of rewards and requirements, gender equality emphasizes justice and equality for men and women. Equality in education, health, and humanitarian aid refers to the fair distribution of resources based on diverse social groups' demands. Many studies have demonstrated that having more women in the workplace improves employee well-being. Diverse and gender balance in the workplace have frequently been demonstrated to benefit businesses and their bottom lines.

Potential Barriers-Social Constraints

Social limitations are founded on long-held theories of gender discrimination. Due to contextual factors including established social roles, group conflict, and the female power structure, stereotypes are produced by the recipient's ignorance of the situation and reliance on previously learned knowledge (Tabassum & Nayak, 2021).

Some perspectives on the roles of men and women in society have evolved over time. Both male and female behavior are significantly impacted by such social systems. Men are characterized by their masculine characteristics, which often entail a set of duties. It is also linked to a feminine role in society, making it challenging to resist bias based on traditional gender stereotypes. Numerous studies have demonstrated the connection between stereotyping and discrimination, with the inevitability of discrimination coming from a mismatch between the characteristics associated with women and the requirements necessary to perform the task. For instance, female traits like compassion and sensitivity might clash with top executive positions characterized by a masculine trait like firmness and decisiveness (Neschen & Hugelschafer, 2021).

Consequently, a person who exemplifies male traits would have a better likelihood of advancement. On the other hand, there is a negative connotation associated with female leadership. On average, women are believed to work less than men, and typically in low-paying administrative jobs (Patel & Moonesinghe, 2019). Gender stereotypes persist even when more women are holding executive roles and there is equality in the workplace. However, women are not seen as the natural successor and cannot work for a third party. In these civilizations, women are expected to have male traits in the workplace (Singh & Sebastian, 2018).

Potential Barriers-Organizational Constraints

Organizational challenges include a biased hiring process or a lack of training opportunities. One frequently cited explanation for women's limited progress is their lack of credentials for leadership positions. During the promotion selection process, one reason for not making progress was a lack of management skills and insufficient experience. Elmuti (2009)connects this to the similarity attraction hypothesis, which claims that men in positions of authority are drawn to and more likely to choose others who share their leadership styles and professional aspirations.

Recruitment Process

Due to societal restrictions and a lack of access to the types of referrals from which males might profit, women are at a disadvantage in referral-based employment. Beaman et al. (2015) discovered that qualified women are less likely than men to be referred via networks in their experiment that was built around a recruitment drive for actual positions. According to the study's findings, women are hired more frequently because they filed unsolicited applications than males, and they are hired less frequently through referrals than men. It is possible that companies' aversion to hiring women stems from worries about their conflicting family obligations or from plain old discriminatory inclinations.

Fig 1 Word Cloud 1

Frequency Tables

Table 1

Word Frequency

Word	Length	Count	Weighted Percentage (%)
Women	5	27	3.48
Equal	5	14	1.80
Work	4	12	1.55
Employees	9	11	1.42
Opportunity	11	10	1.29
Also	4	8	1.03
Employment	10	8	1.03
Gender	6	8	1.03
Opportunities	13	8	1.03
Working	7	7	0.90
Organization	12	6	0.77
Pakistan	8	6	0.77
Always	6	5	0.64
Company	7	5	0.64
Equally	7	5	0.64
Everyone	8	5	0.64
Field	5	5	0.64
Good	4	5	0.64
Hiring	6	5	0.64
Software	8	5	0.64
Based	5	4	0.52
Believe	7	4	0.52
Comes	5	4	0.52
Fair	4	4	0.52
Hired	5	4	0.52

Content Analysis Matrix for Women Not Employed in IT Departments

Responses from Women Not Employed in IT Departments

	Themes	ER1	ER2	ER3	ER4
1	Potential barriers-Social and Organizational Constraints	When it comes to equality in the workplace, we still have a long way ahead of us. Although we have come a long way, women still face considerable barriers and obstacles in the workplace. Whether it is underrepresentation of women in executive roles, lack of childcare support, harassment or biased and discriminatory behavior, these issues are an ongoing occurrence for women across all industries and organizations around the world. We must first smash the glass ceiling in order to advance professionally and pursue our aspirations. some of the most significant obstacles women encounter in the workplace today. 1. Pregnancy-related prejudice 2. sexual harassment 3. Gender pay gap etc.	Women tend to leave without trying it or being focused. The moment they get failed in some tasks they think they are not able to do it, disheartened themselves and leave the path. I think women can be promoted as the same rate as men is they show, what they can do and never give up. I was first under the project manager who instructed me what to do, later based on my work and learning capabilities they promoted me and made me handle all the projects independently, even allowed me to deal clients as well all by myself.	Women have to struggle more in the workplace to prove or justify her skills than men do. They face many issues including harassment, lack of company policies promoting work-life balance, etc. I personally do not think women are promoted at the same rate as men. They are being mentored enough and equally yet they are not moving to higher management positions as easily as men do.	Women frequently face discrimination based on their skills, potential, or past experiences. We live in a society that values variety; therefore, this should not be happening. Due to individual variability, no two individuals can possess the same skill. In order to guarantee that each person is treated equally and fairly, firms must establish equal employment opportunity (EEO) practices. This strengthens a person's dedication, satisfaction, and loyalty to their job. A person may give their all when they feel secure and at ease in every circumstance.
2	Recruitment process	I believe that the concept or effort to recruit women in the IT department is equivalent. We are very flexible about inclusion and diversity in our organization, and the concept of recruiting females in IT department is strongly encouraged.	I worked in a software house, I was the first women hired in that office, though it was multinational company even then they never considered to recruit any woman. But when they hired me, they were quite satisfied with my work performance and the decision they took to hire me. Another girl was hired after a couple of months.	I personally feel like the idea or effort to recruit women in IT department is relative. In our organization, we are very flexible about gender inclusivity and the idea to recruit females in our department is highly encouraged.	Yes, based on your skills and working experience the company recruit women.
3	Equal opportunities	There was equality in opportunities and also in workload. There were no differences. If we got some urgent tasks or got overloaded with work, we had to spend extra hours, like any other male developers. There was a policy to assign similar tasks to female developers like they used to do to male developers no matter the complexity of work. In short there was no gender biasness in terms of work assignments or completing daily tasks.	I worked in a software house, I was the first women hired in that office, and though it was multinational company even then they never considered to recruit any woman. But when they hired me, they were quite satisfied with my work performance and the decision they took to hire me. Another girl was hired after a couple of months.	I would say the views of gender equality according to the company are quite satisfactory in terms of recruitment and taking positive steps to ensure that women are paid and treated equally as men are in the organization. The company has adopted harassment policy, awareness programs and introduced several changes in the company for women comfort as well as seeking to provide equal opportunities by addressing issues, attitudes, and negative practices. Such things should not be looked down upon whether they are coming from a male or a female, highlighting negative behaviour should be highly encouraged and organizations should take serious actions for the comfort of all employees working in the organization.	Yes, the company thinks about having equal opportunities means that everybody is treated fairly during the recruitment and employment process. It is all about ensuring a balanced working environment, where everyone can feel equal and treated justly. Every employee has the right to individual treatment; equal opportunity means no stereotype-based judgments. Employees should feel appreciated, valued, and understood, hence, the need to offer equal and fair opportunities.

4	Traditional Companies	Traditionally, there has been a perception that females are not suited to technology-based roles. Gender-bias is instilled in females from school age in many ways. For example, pioneering female technology innovators are rarely discussed. Most technology roles are already dominated by men, which perpetuates the myth that women are not suited to these roles. Whether consciously or not, many technology workplaces still have the same biases towards women that have existed traditionally; a perception that they will either not be able to contribute to the company in a tech-oriented role or they are not suited for careers in technology. This naturally discourages many women from working in the field and accounts for the relatively low proportion of women in tech roles today.	They think women cannot be productive in IT department, principally in the development sector. Where logics must be made, and they think women are not good at this. Mostly women are also not interested in this logical work due to its complexity which requires higher order level of thinking. Even women also do not show interest in this field, and I witnessed it myself the time when I took admission in Aptech for doing software Engineering there were a lot of girls who enrolled for the same course however after couple of months they started to drop the course one after the another leaving only three girls including me in the class at the end of the course.	The lack of diversity in the tech sector is not a recent situation, one of the main reasons for low rates of female employment in IT is primarily the education and interest factor. Females in Pakistan specifically find it really challenging to study tech because they are unaware of unlocking the creative side of this field and global opportunities that it brings. I am one of the only two females working in coding field from my master's program as well as one of only three females from my bachelors' program. Females are only given options that tend to stick to the more traditionally \`easy-to-go\` subjects. Another reason for low rates of female employment is that the industry may have the perception that men are better than women for coding without even giving females a chance for the interview and even if a female is hired, the number of male coders or male colleagues working in the department might create an atmosphere that is discouraging to her. Also, the recruitment process is entirely handed over to the males of the team who in return would want to recruit someone working under them who is a male as well.	Because the women cannot do late sitting and offsite work.
5	Gender equality	It is a "win-win" situation to fund projects that assist women in the workplace because both employees and businesses gain substantial advantages. Women worldwide impact up to 80% of purchasing decisions, therefore hiring more women guarantees that a company's workforce is reflective of its customer base and provides superior knowledge on consumer preference.	Yes, I was satisfied, and they are still doing great!	There is always room for improvement when we talk about gender diversity within the organization. Some best ways to further improve are to hire more females and to provide the different departments with proper gender-based discrimination training, implement fair compensation and promotion opportunities and to learn from female staff exit interviews.	Yes, I am definitely satisfied as they are giving me equal rights. But to the other companies I would like to say that please understand the word equality. It includes building a workplace free from bias and discrimination in addition to focusing on promotion n. Regardless of a company's culture, every employee and individual has the right to be recognized and valued at work.
6	Role division of genders	There are 07 female employees and 15 male employees working in the IT department, including myself.	There are total 26 employees in which male employees are 17 and 9 are women.	Currently, there is a total of 12 permanent male staff and 1 permanent female employee working in organizations' IT department.	There are total 26 employees in which male employees are 17 and 9 are women.

Equal Employment

The idea of equal employment holds that everyone has an equal chance to find employment based on talent, regardless of race, gender, or sexual orientation.

Work Ethics and Performance

Work ethics is the idea that putting in a lot of effort and being dedicated has an ethical benefit and an innate capacity, quality, or worth to improve one's character and abilities. It is a system of values built on the value of labour and demonstrated by the willingness to put out the effort. Examples include abiding by the company's rules, accepting responsibility for one's conduct, and showing respect to one another.

It may yet take a decade to achieve equal representation of men and women, especially in the tech sector.

Gender Biasness in the Workplace

Every area of our lives is rife with bias. To make sense of the complex world we live in, our brains are programmed to categorize the objects we encounter. However, biases can lead to us developing prejudices against other people, which enable severe disparities to develop between various demographics. The propensity to favour one gender over another is known as gender bias.

When it comes down to it, gender bias can occur during every stage of employee recruitment, employment, and retention. Hiring managers who are both male and female are twice as likely to pick a guy over a woman. There may be signs of gender prejudice all throughout the hiring process, starting with the places and methods you use to find candidates.

Equal Opportunity Policy

An employer's commitment to fairness, fair working conditions, and the efforts they will take to help stop and prevent unfair treatment at work are all outlined in a legal document called as an equal opportunities policy.

Career Advancements in IT Departments

Early in their careers, women in technical professions such as related to emerging technology are less likely than men to receive promotions, and many are leaving the industry. By reversing this trend, businesses may strengthen their workforces and improve performance.

Tech-Oriented Roles

Being the only woman in the room, bro culture, or being aware that you are one of the only women joining and remaining in the field are all likely to have isolated you as a woman in tech. This is not a brand-new issue in IT; in fact, it has existed for a number of years and may serve as a slight deterrent to more women working in the field.

Awareness Programs

Leaders in the business sector of today understand how crucial it is to empower women at work. It is clearly obvious how powerful women are in the workplace. The advantages are well known, and they include fostering innovation and raising business revenues. Motivate women to take the risk.

By actively encouraging women to take more chances and risks, businesses are actively assisting women in achieving success. Getting outside help is the best approach to increase self-confidence. Create more positions for women so that businesses can advance

The "normal" employment needs to alter because of the passage of time. Women bring a distinctive and original viewpoint to the economic world. We need to acknowledge and incorporate this. We need to focus more on the creation of new jobs and criteria for how the recruitment of intelligent women is developed, rather than encouraging women to assume the roles they have done for decades.

Emerging Theme- Gender Pay Gap in IT Departments

According to studies, women earn less than their male colleagues when it comes to paying for equity capital. It might be difficult to get people to consider gender issues in the workplace and the necessity for these changes.

Women in Pakistan make an average salary that is 34% lower than that of men, according to the ILO's Global Wage Report 2018/19. In Pakistan, women make up 90% of the bottom 1% of wage earners, according to the same survey.

Fig 2. Word Cloud 2

Frequency Tables

Table 2

Word Frequency

Word	Length	Count	Weighted Percentage (%)
Women	5	80	4.83
Department	10	32	1.93
Company	7	26	1.57
Gender	6	24	1.45
Equal	5	21	1.27
Working	7	20	1.21
Interview	9	17	1.03
Opportunities	13	17	1.03
Think	5	17	1.03
Work	4	17	1.03
Employment	10	16	0.97
Departments	11	15	0.90
Female	6	15	0.90
Females	7	14	0.84
Equality	8	13	0.78
Ways	4	12	0.72
Like	4	11	0.66
Number	6	10	0.60
Policy	6	10	0.60
Recruit	7	10	0.60
Time	4	10	0.60
Education	9	9	0.54
Employees	9	9	0.54
Main	4	9	0.54
Males	5	9	0.54

Content Analysis Matrix for Women Employed in IT Departments

Responses from Women Employed in IT Departments

	Themes	R1	R2	R3	R4
1	Equal Employment	Based on your skills and working experience the company recruits women, when one corporation considers equal opportunities, it implies that everyone is treated equitably during the recruiting and employment process. Because of their variances, no two people can have the same ability. As a result, firms must develop equal employment opportunity (EEO) policies to guarantee that every employee is treated equally and fairly.	There was equality in opportunities, and I was the first woman to get hired, even though it was a multinational company they still never considered hiring any female employees. Another girl was hired a few months after they hired me.	I would say the views of gender equality according to the company are quite satisfactory in terms of recruitment and taking positive steps to ensure that women are paid and treated equally as men are in the organization. Also, the recruitment process is entirely handed over to the males in most companies who would want to recruit a male employee.	I believe that the concept or effort to recruit women in the IT department is equivalent. We are very flexible about inclusion and diversity in our organization, and the concept of recruiting females in IT department is strongly encouraged.

2	Work Ethics and Performance	There are no differences between men and women when it comes to carrying their jobs as they both are competing together so there is no difference between their work and productivity.	All men and women are required to perform in the same way, like when we are given urgent tasks and have a huge amount of work pressure and load, women are also required to spend extra hours just like any other man.	Women can prove themselves as effectively as men once given the opportunity and are able to communicate effectively and create a feeling of togetherness within the team.	There are several variables that contribute to gender disparity in the workplace, but one of the most important is women's lack of access to higher education. The more schooling a female gets, the better her work prospects. When women have fewer chances for high-level employment than males, it is natural for them to be paid less. Equal pay for equal labour is what gender equality in the workplace entails. Stereotypes regarding women's talents are another element that leads to gender inequity in the workplace.
3	Gender Biasness in the Workplace	In most cases, women are discriminated on the grounds of their ability, potential or experience. This should not be happening because we live in a society that embraces diversity.	While working in IT (Information Technology) Department I noticed that there were only 2 female employees working in the software house whereas the number of male employees was 40 and above, but when it comes to gender biasness there was no gender biasness in terms of work assignments or completing daily tasks.	The idea or effort to recruit women in IT department is relative. In our organization, we are very flexible about gender inclusivity and the idea to recruit females in our department is highly encouraged.	Traditionally, there is a prevalent belief that women are unsuitable for technology-related jobs. Gender prejudice is fostered in girls from a young age in a variety of ways. Female technological innovators, for example, are seldom discussed. Most technology roles are already dominated by men, which perpetuates the myth that women are not suited to these roles.
4	Equal Opportunity Policy	Fair treatment and equal opportunities include no stereotype-based judgments; every employee has the right to be recognised as an individual. Employees should feel appreciated, respected, and understood, which is why equitable and fair chances must be provided.	As far as equal opportunity policy is concerned all male and female employee developers were given similar tasks no matter what the complexity of work was.	The company has adopted harassment policy, awareness programs and introduced several changes in the company for women comfort as well as seeking to provide equal opportunities by addressing issues, attitudes, and negative practices.	Gender discrimination is a global problem that has existed for generations in most societies and countries. Despite the passing of policies and other efforts to eliminate or reduce gender disparity, the problem remains in many ways today.
5	Career Advancement in IT Departments	Of course, yes, women are given career advancements and promotions based on how they contribute and utilize their skills, education, and training to add value to the organization and growing better day by day	Women have the potential to advance in IT careers and get promoted at the same rate as men if they do not give up on their passion and do not run away from difficulties that arise at workplace. Giving my example, I was working under a project manager whose instructions I was supposed to follow but based on my capabilities, learning and work they promoted me, and I started handling clients on my own.	Women must struggle more in the workplace to prove or justify her skills than men do. They face many issues such as harassment and work-life balance approaches that are lacking in the workplace	I personally do not think women are promoted at the same rate as men. They are being mentored enough and equally yet they are not moving to higher management positions as easily as men do.

6	Tech Oriented Roles	Hiring female employees in tech-oriented roles is a positive action for you, your company, the workers within your company, the workers still to come, the women involved, the economy, and the public. Hiring more women means having more dedicated members of staff in your place of work. This in turn easily boosts productivity and staff morale.	People in tech-oriented roles need constant training and updating of information/knowledge because technology changes quickly and sometimes employees are assigned tasks which they might have not attempted before e.g., Whenever I am given a task which I do not know I have to learn new codes etc., in order to do it I need to learn and keep myself updated on the modern technology, software etc.	One of the main reasons for low rates of female employment in IT departments for tech-oriented roles in education and lack of interest, females in Pakistan find it challenging to study tech because they are unaware of the creative side of this field and opportunities it brings.	Whether consciously or not, many technological departments/organization's still have conventional prejudices against women, such as the belief that females are unsuitable for technology employment or will not be able to contribute to the firm in a tech-oriented capacity. Naturally, this discourages many women from working in the field, resulting in the low percentage of women in IT professions relative to males.
7	Awareness Programs	I am satisfied as they are giving me equal rights. But to the other companies I would really like to emphasise that the term "equality" refers to more than just promotion or progression; it also refers to creating an atmosphere in which everyone is free from discrimination and prejudice. Regardless of a company's culture, individuals and all employees have the right to be recognised and respected at work.	In IT Departments employees whether males or females are required to stay till late so there are late sittings, and it is termed as "overtime" since it is paid. But for most women it is difficult and next to impossible to sit till late due to the cultural and societal norms as it is considered irresponsible of her, so most women end up going home early leaving the project unfinished and that slows down productivity.	Some of the best ways to further improve the concept of gender equality is to hire more females and to provide different departments with various gender-based discrimination training, implement fair compensation and promotion opportunities and to learn from female staffs exit interviews.	Investing in workplace programmes that help women is a "win-win" scenario since both employees and companies' profit. Hiring more women ensures that a company's workforce is reflective of its customer base and gives greater understanding of consumer preferences: women influence up to 80% of purchasing choices worldwide.

CONCLUSION AND RECOMMENDATIONS

Conclusion

Pakistan, as an evolving nation and as a struggling in economy growth, needs its women and men to cooperate to assist with accomplishing the objectives of monetary development and flourishing. For working women to accomplish their maximum capacity, the state and hierarchical policymakers need to perceive and address equivalent open door related issues confronting women at various levels inside and outside the work environment. At the point when approaches informed by staggered bits of knowledge are set up to battle primary and social obstructions, more women will be urged to seek after proper business. State and associations both need to assume their part to accomplish better equivalent open-door results in the work environment likewise considering interior heterogeneity of women in view of their numerous types of character. Through expanded mindfulness, social change and institutional observing at various levels, understanding the elevated long for equivalent open door in Pakistani organization will be conceivable.

Comparative Analysis

In order to draw a conclusion further ahead, let us compare the two interview protocols, one of which sheds light on the perspectives of women working in the manufacturing industry and the other of which includes those of women who do not. In the comparison that follows, women who do not work in the IT sector will be referred to as group A and women who do work in the field as group B.

Equal employment

According to the perspective of group B, the concept or effort to recruit women in the IT department is equivalent. Many of them were satisfied with their company's EEO policies and believed that their company's views of gender equality were quite satisfactory in terms of recruitment and taking positive steps to ensure that women are paid and treated equally as men are in the organization. Group A's reviews were not so contradictory in this case. They believed there are barriers indeed, but equal employment opportunities still are open for everyone.

Potential barriers

For this point we will focus on Group A's each and every review thoroughly. When it comes to equality in the workplace, they still have a long way ahead of them. Women still face considerable barriers and obstacles in the workplace. Whether it is underrepresentation of women in executive roles, lack of childcare support, harassment or biased and discriminatory behavior, these issues are an ongoing occurrence for women across all industries and organizations around the world. They must first smash the glass ceiling in order to advance professionally. Some of the most significant obstacles women encounter in the workplace today: 1. Pregnancy-related prejudice 2. sexual harassment 3. Gender pay gap etc. Other than that, women tend to leave without giving it a try or being focused. The moment they get failed in some tasks they think they are not able to do it, disheartened themselves and leave the path. Women can be promoted as the same rate as men is they show, what they can do and never give up. Moreover, women have to struggle more in the workplace to prove or justify her skills than men do. They face many issues including harassment, lack of company policies promoting work-life balance, etc. In group A's perspective, women are not promoted at the same rate as men. They are being mentored enough and equally yet they are not moving to higher management positions as easily as men do. And lastly, women frequently face discrimination based on their skills, potential, or past experiences. Due to individual variability, no two individuals can possess the same skill. In order to guarantee that each person is treated equally and fairly, firms must establish equal employment opportunity (EEO) practices. This strengthens a person's dedication, satisfaction, and loyalty to their job. A person may give their all when they feel secure and at ease in every circumstance.

On the other hand, Group B's reviews about barriers were slightly contradicting to that of Group A's. However, one female from Group B did agree with Group A regarding their struggles in career advancement where she mentioned; "I personally do not think women are promoted at the same rate as men. They are being mentored enough and equally yet they are not moving to higher management positions as easily as men do." Whereas the responses from other females of group B contradicted as they mentioned that women are given career advancements and promotions based on how they contribute and utilize their skills, education, and training to add value to the organization and growing better day by day. Women have the potential to advance in IT careers and get promoted at the same rate as men if they do not give up on their passion and do not run away from difficulties that arise at workplace. Group B mentioned; "Women must struggle more in the workplace to prove or justify her skills than men do. They face many issues such as harassment and work-life balance approaches that are lacking in the workplace." Which explains their belief that career advancement is possible but only if they break the barriers.

<u>Gender biasness</u>

Woman of Group A did believe that the gender biasness percentage is rather low when it comes to the tech sector in the workplaces. Their responses were positive regarding this theme. One respondent, however, put forward an interesting recommendation as she said, "There is always room for improvement when we talk about gender diversity within the organization. Some best ways to further improve are to hire more females and to provide the different departments with proper gender-based discrimination training, implement fair compensation and promotion opportunities and **<u>to learn from female staff exit interviews."</u>** Group B did not contradict the responses of Group A. They also showed satisfactory results from their organizations as they talked about gender bias in their workplaces. They believed that women could prove themselves as effectively as men once given the opportunity and are able to communicate effectively and create a feeling of togetherness within the team. The idea or effort to recruit women in IT department is relative. Their organizations were very flexible about gender inclusivity and the idea to recruit females in their department was highly encouraged. They were satisfied as there was no gender biasness in terms of work assignments or completing daily tasks.

Tech-Oriented roles

Group B strongly believes that hiring female employees in tech-oriented roles is a positive action for a company, the workers within the company, the workers still to come, the women involved, the economy, and the public. Hiring more women means having more dedicated members of staff in a place of work. This in turn easily boosts productivity and staff morale.

Group A also agrees with Group B as they mention; "There was equality in opportunities and also in workload. There were no differences. If we got some urgent tasks or got overloaded with work, we had to spend extra hours, like any other male developers. There was a policy to assign similar tasks to female developers like they used to do to male developers no matter the complexity of work. In short there was no gender biasness in terms of work assignments or completing daily tasks."

Limitations

In the beyond couple of many years, the job of women in our public has been radically changed. Women should be visible as warrior stream pilots, educationists, client administrations head, organization chiefs, administrator heads, and banking, HR (Human Resources) and telecom area. Women are making a gigantic commitment in every area. Men are not thought to be as the main bread worker of the house. Women of the family are currently additionally monetarily supporting their loved ones. However, the quantity of working women is expanding step by step yet there are sure hindrances that they need to cross to substantiate themselves advantageous for the gig market in IT division.

Orientation Based Separation

Generally, men at their workplaces get more favors compared to women. Moreover, to get brownie points at the work settings, they do not even have to go the extra mile. That is because we live in a male-dominated society with a perception that males are ambitious, driven, and smarter than women. This is the phenomenon of orientation separation that results in elevated levels of stress and occupational disappointment. Gradually, it reduces motivation to perform and take responsibility for the project.

Essentially, the opportunities for women to get quality training are very few, which brings about a lack of information in terms of mechanical headway.

Homebound Limitations

In the past, women were not allowed to leave their homes and their primary responsibility was taking care of the household chores. As family financial strains have increased over time, this restriction has been implemented. Women are now allowed to pursue higher studies and work in paid employment in the great number of families, yet with some restrictions.

The highest level of working women should be apparent as health care workers, teachers, spokespeople, or any other low-paying occupations that are despised by men because of the lack of remarkable learning opportunities and poor salaries. Due to the predominance of women in certain occupations, women are allowed to deliver their work. This has hampered the woman's access to other opportunities and constrained their growth in the preliminary stages. Not only that, but no matter how exhausted they are from working all day at the workplace, they still must fulfill their domestic duties.

Harassment at Work

To support the advancement of women in the workplace, Pakistan ought to ratify and put into practice a wider array of ILO Conventions. Another major concern for working women is badgering because it is seen by the male partners as a clear goal. In Pakistan, most women leave their homes to earn money at a time of extreme deprivation of the basic things needed to survive. Because they lack power, colleagues and higher-ups bother them by making crude remarks, belittling them, or in the most extreme situations, physically bothering them.

Women typically avoid discussing such issues, ignore them, or prepare for such demonstrations out of fear of losing their jobs. They often drop the idea of making charges against the alleged perpetrators. Some of them decide to get out of the situation because they understand that asking a query about them is futile. Higher professionals and corrupt officials do not support them. When these cases are made public, there are strict regulations in place to support female employees. This is one of the key reasons why families forbid women from working.

Lesser Salaries

The company should ensure that all types of workers receive equal compensation for similar amounts of effort. Since employees are commonly forbidden from discussing their pay rates, no one ever learns whether they are being paid more or less in many workplaces. Accusation, mistreatment, and taunting are stark examples. Lower pay is an unspoken offense, but since no one asks a question, the matter persists.

As a result of the assumption that a woman will leave her job after getting married or giving birth to children, women are mostly paid less than males. Women earn less than males are that they need to choose fewer demanding jobs so they may devote more time to their families. Parenthood harms a woman's career more than it affects a man's life.

The organization should provide some family-friendly provisions. Also, they should guarantee that all representatives receive equal pay without orientation segregation. If we remain silent during such a display of power, it suggests that we are covertly encouraging this wrongdoing.

Married Women at Work

Most married women are not allowed to stay at work over their shifts, and because of their increased liability, it is difficult for them to juggle work and family responsibilities. Men are the primary breadwinners in the household; it is unclear whether women provide financial assistance for the family or, on the other hand, whether it is reasonable to infer that women earn more than men.

Working married women encounter problems at work as well. They cannot afford to put in late hours of labor. Many workplaces lack nurseries or other childcare facilities. So, mothers cannot leave their children anywhere while they complete their office work.

Male Coworkers Having Inimical Contentions

Sometimes it is incredibly awkward and biased to work with male coworkers. According to their perspective, women are only hired to improve the work atmosphere. Truancy, a low turnover rate, and job dissatisfaction are caused by the absence of a working environment and social support from coworkers and managers. A stable and functional office should be designed by higher specialists to solve such problems.

Transportation Problems

In our country, the automotive structure is in a terrible shape. This presents a significant challenge for women who have to go out and accomplish massive goals. To help women access job possibilities, safe, inexpensive, and conveniently accessible public and private transportation should be made available. The chances for training and employment that women can access are severely constrained by the dearth of secure, dependable, and well-connected public transportation. Women are reluctant to work outside the home for many reasons, especially on the commute to and from work.

The government should decide how to handle this situation based on necessity. This problem can be solved with separate and easily accessible public transportation.

RECOMMENDATIONS

To confront difficulties effectively, women should be self-assured and ought to stay up with the latest with the most recent happenings in the realm of innovation in the IT industry. The web has now tackled the issue of restricted open doors, as each web smart individual can admittance to the universe of information and data. So, women ought to continue to ride the web to build their insight. Great correspondence expertise is likewise a need; it helps in building informal organization which thus helps in evaluating whenever there are new open doors free. Complying with time constraints is additionally critical to substantiate yourself commendable. Another most significant thing is to keep up with balance in work and individual life.

Additionally, there is a need to instruct men and advise them to regard different women like they regard women in their loved ones. They ought to show adaptability in their demeanor and ought to acknowledge that women can perform far superior to them.

Proposals under Protection against Workplace Harassment recommend that the public authority ought to present consistency and straightforwardness in Standard Operating Procedures (SOPs) for cases connected with provocation in accordance with the prescribed procedures; survey WAHW Act, and widen its extension to incorporate independently employed people and others working in similar space, individuals from the casual and farming area; whether or not there is an authoritative business connection between the gatherings; give free lawful guidance to women, men and transsexual people; government commanded sharpening preparation phases to be directed by managers/organizations in Urdu and English; disclose transport more secure; teach about youth badgering; engage women to report provocation and bring issues to light among men.

Under Building Inclusive Workspaces; the suggestions encourage that the public authority ought to order making of childcares in working environments with no less than 50 representatives; increment government maternity paid leave from an absolute minimum of 16 weeks to a half year; to oversee arrangements of maternity and paternity advantages to representatives and in particular reconsider Factories Act 1934 to permit female laborers to work post dusk, to empower women to work at plants in both constantly moves to make more prominent consideration and business potential open doors.

Future Research

Despite their enormous contribution to daily life, women in Pakistan are disproportionately underrepresented in the labor field. Where women work, they encounter other forms of discrimination that restrict their potential in addition to a substantial gender pay gap.

Pay discrimination comes in a variety of direct and indirect forms. Pay rates are sometimes specifically determined by a worker's gender, marital status, age, or ethnicity, which is blatant and direct discrimination. The majority of the time, discrimination is covert and indirect, like paying women less in fields that have historically been associated with them.

The future researchers may look into identifying the key components and barriers of gender pay gap in organizations in Pakistan and the requirement for anti-discrimination legislation, such as equal pay laws and regulations, which forbid discrimination in employment standards such as rank, salary, and entry requirements.

Research on Equity Approach to pay both genders can also help companies enhance their policies regarding equal employment. In order to achieve gender, pay equity, both men and women must get compensation that is equal or similar for work that is performed in dissimilar roles and in diverse contexts. This calls for non-discriminatory valuation of abilities, obligations, and working conditions. Companies can reduce the gender pay gap and promote pay equity by encouraging pay disclosure openness, establishing objective standards for pay and promotions, and raising public awareness of the obstacles women experience in advancing their careers.

Pay equity seems to be a key factor in fostering gender diversity, maybe because it enhances women's value propositions and can place them on an equal footing with men in the home, increasing the likelihood that they will remain in the labor force.

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