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Editorial Board

New Horizons, Vol. 9, No.2, July 2015
Greenwich University, Karachi, Pakistan

Editor-in-Chief Note

The latest issue of New Horizons sticks true to its mission, providing a platform for Social Science research by senior researchers and research scholars. Given the current political and socio-economic turmoil in our country, this issue of New Horizons focuses on research papers that highlight all these potential problems providing room for discussion and recommending possible solutions.

The first paper titled "Employee Religiosity: Impact on Job Stress and Job Satisfaction", highlights the relationship between the employee's religiosity and it's correlation with workplace attitudes including Job satisfaction and coping with Job Stress. The paper is written by Umm-e-Farwa, Amani Moazzam Baig and Nighat Ansari.

The second paper by S. Shoiab Zubair , Nasira Jabeen and Mohammed Zahid investigates the Tenure Track System in Pakistan and is named as "Evaluation of Tenure Track System in Higher Education Institutions of Pakistan: An HRM perspective:" The evaluative study enables the reader to understand the Higher Education Reforms through HRM perspectives chalking out some recommendations.

The third paper comprises of Ms. Rizwana Amin's research which revolves around the issue of "Reproductive Health in Pakistan." The paper delves deeper into the social context explaining how women empowerment and health is related to one another. This ethnographical research is mainly focused on the household women, low income women and women with rural background.

The fourth paper is a survey on "The Effectiveness of Pink Ribbon Campaigns in Pakistan." The paper explains how a lack of awareness and mixed messages on the topic of breast cancer has affected the behavioral and attitudinal levels among women. This explains the low response to the effectiveness of the Campaign. The survey was conducted by Ms. Sahifa Mukhtar.

The fifth paper is a joint article by Shamim Akhtar Wazir, Yasir Kamal and Sheikh Raheel Manzoor on the topic of "The Impact of Internet on Child Education in Pakistan." The paper is a survey based study on the time spent by children on the internet and its impact on their formal education.

In the sixth paper Dr. Mamoon Khattak, Tehseen Abbas, Rahimuddin Afridi and Anwer Zeb have tackled the child labor issue under the title “The Impact of Workplace Conditions on the Emotionality of Children in Labor.” Given the severity of this issue in Pakistan, this paper is a must read. It has been very rightly said that child labor is both a cause and a consequence of poverty. The ethnographical survey has been conducted into the jurisdiction of the district Kohat of Khyber Pakhtun Khwah.

In the seventh paper, Rabeel Shaikh, Muhammad Shaiq under the guidance of Dr. Akhlas conducted their research on the “Impact of Technological Change on the Faculty of Educational Institutes at D.H.A Karachi” which is the seventh and last paper of this edition. Integrating Information technology in teaching along with various software programs introduced by the faculty members has been vividly captured in this paper.

This issue aims to create awareness amongst ourselves regarding various social issues which we tend to overlook and how these issues are some of the reasons why the country is in its current state of turmoil today. In the words of Stephen Covey, “Every human has four endowments, awareness, conscience, an independent will and creative imagination. These give us the ultimate freedom, the power to choose, to respond, and to change.”

Prof. Dr. A.Q. Mughal
Azaz-e-Fazeelat, Sitara-i-Imtiaz
Editor-in-Chief
New Horizons

New Horizons, Vol. 9, No.2
July 2015

Content

New Horizons, Vol.9, No.2, 2015, pp 1-28

Employee Religiosity: Impact on Job Stress and Job Satisfaction

Umm e Farwa Mubasher*, Amani Moazzam Baig and Nighat Ansari*****

The present research hypothesized that employee religiosity can be used to cope with job stress in its relationship with job satisfaction. The study followed mixed method approach for data collection and data analysis. 160 employees were selected for survey through a structured questionnaire. The sampling technique used to collect quantitative data was "Purposive Sampling" because only managerial level of employees was targeted for study. Face to face interviews were conducted on convenience basis. Relationship among variables was discovered on gender basis also there was a strong correlation between employee religiosity/job stress, employee religiosity/job satisfaction, job stress/job satisfaction. Qualitative data analysis helped in specifying the direction of these relationships and moderating role of employee religiosity. Results depict that job stress is negatively associated with job satisfaction and job satisfaction decreases when job stress increases. Employee religiosity is negatively associated with job stress and job stress decreases when employee religiosity level increases. Employee religiosity is positively associated with job satisfaction and job satisfaction increases when employee religiosity level increases. Employee religiosity acts as a buffer between job stressors, impacting job satisfaction level and decrease the intensity of these stressors by providing a coping mechanism, which ultimately results in sustained or improved job satisfaction level.

Key Words: *Job Stress, Employee Religiosity, Job Satisfaction.*

Introduction

In today's fast paced world of increasing political, economic, and social unpredictability, some may find it more problematic to avoid the emotional state of anxiety, depression or solitude (Reinberg, 2010). A niggling feeling of discontent

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with life may incapacitate many a mindset which can harm individual's personal and social lives. Many individuals find sanctuary for it primarily beneath the wings of religion. Moreover, religion/spirituality, for many employees, is no longer a part of their lives that they leave at door step when they come to workplace but they are bringing their faith and religiousness to workplace. Religion for these employees is a way of life—their religion and spirituality define who they are.

In terms of religion, a range of diverse elements may be protecting scores of persons from psychologically strenuous effects. Some may find their minds at rest when bowed down in prostration to their Lord. Others may find relief within religious sermons where diverse religious books are read and recited. Still others may find their souls at concord when they bow completely to their Creator, with an unshakeable credence that he has full control over all that is happening in their lives (Johanson, 2008). According to Kutcher, Bragger, Srednicki, & Masco (2010), "If someone's religion is a large part of his/her self-concept, the freedom he/she feels to engage in religious behaviors (e.g., wearing religious clothes, discussing religious affiliations, and practices) would likely affect his/her satisfaction and well-being".

Job Stress can clue to undesirable consequences at workplace like decreased job satisfaction, high absenteeism low organizational commitment and high turnover etc. Academics and practitioners are concerned with reducing stress and endorsing overall welfare of personnel. Among most of the common solutions to handle the stress which employees face at workplace as well as in life are maintaining a strong social support system including friendship and sharing bonds, maintaining focus on the purpose and goals in life and work, and taking part in activities that keep individuals well-adjusted. For many, religion offers these kinds of solutions.

In many organizations, it is considered that religious minded persons have better approaches toward managing stress and have better job attitudes e.g. have good peer relationships, have increased organizational citizenship behavior (Kutcher et al, 2010). It is always an option for the organizations to keep and boost up the countenance of faith and belief at workplace.

The relationship between job stress and religiosity, job satisfaction and religiosity, job stress and job satisfaction has been studied in numerous studies internationally. But the relationship between employee religiosity, job stress and job satisfaction has not been attempted for study in Pakistan. So this study attempts to identify and make an effort to put a brick to fulfill this research area gap. By understanding the underlying mechanism of these three variables of study (Religiosity, Job Stress and Job Satisfaction), the organizations can strategically manage their employee's stress level, by giving them opportunity to follow their religious beliefs and practice at workplace to manage their stress level and thereby can maintain or improve the job satisfaction level. The study has been conducted in Pakistan, a Muslim state, where Islamic perspective rules, the focus of the study is Islamic perspective because Muslims are in majority in the organizations selected for study.

Literature Review

According to Brega and Coleman (1999), "The terms of spirituality and religiosity are often used interchangeably and also these share the common consequential benefits". Brandt (1996) offers a difference among spirituality and religiosity, from his viewpoint, "religiosity classically includes discussions about belief systems and the range of personal, familial, and work-related commitments to those systems. On the other hand, spirituality is typically understood as a somewhat broader concept of developing an individual as a whole person". This difference can be stated in other words that religiosity has an element of acting on one's belief system or religious tradition, spirituality, on the other hand, is supposed of as a personality dimension including the beliefs and values that pervade one's perceptions of life (DeNoble et. al., 2007).

There are diminutive empirical researches of the association of religiosity to workplace stress. Most of the researches in this area have found that religiosity offers helpful effect to persons from psychology, health and business and management viewpoints. In psychology for example, leaders of the American Psychologist Association have faith that spirituality is a significant component of human diversity (McMinn et. al., 2009). Religiosity is considered as vital element of human experience (Stuckey, 2001). It also gives strong sense of personal identity (Pecchenino, 2009). It provides the sense of continuousness and how an individual develop the sense of spiritual self (Kiesling et. al., 2006).

Researches on religiosity are more conventional than researches on spirituality (Brega & Coleman, 1999). It has been studied that religiosity and spirituality have positive relationship with life satisfaction, self-esteem, physical and mental health, and also it is negatively related to depression and suicide (Brega & Coleman, 1999).

Former health studies have come to know that religiosity has a positive influence on physical and mental health and on many physical diseases e.g. on malignant cells (Jarvis and Northcott, 1987), body fluid (Levin & Vanderpool, 1987), and heart ailment (Friedlander et. al., 1997). Religiosity helps to lessen the frequency and even eliminating the high risk behaviors like smoking and drinking etc. (Idler, 1987). It also encourages individuals to be involved and interact with supportive social groups (Martin, Kirkcaldy, & Siefen, 2003). Woolfolk and Lehrer (1984) asserted that, "not only can individual religious practices reduce stress but also that the practices of religious groups can serve to neutralize social isolation by teaching morality and by encouraging networks of friendship and mutual help" (Woolfolk et. al, 1984).

Several studies have found that religious beliefs, affiliations, and behaviors have a correlation with significant workplace attitudes. A research was conducted among employees of an assisted living organization, and came to know a positive association among religiosity and job satisfaction, and between religiosity and organizational commitment (Sikorska-Simmons, 2005).

Person Organization Fit literature (e.g., Verquer et al., 2003) has found a reliable relationship between perceived value congruence and positive work attitudes. Religiously oriented person when find that their personal values are in congruence with organizational values and they are also accommodated so that they can practice them. This accommodation gives them the feeling of being taken care, which in turns develop the greater sense of job satisfaction. There can be also several potential explanations but further research is needed in order to unearth the true underlying mechanism.

In 2006, 2007, and 2008, Gallup conducted a survey research and the sample consisted of respondents from 143 countries and territories. The Gallup survey had a wide-ranging question: "Is religion important in your daily life?" the answer contained three options, "yes","no" and "we don't know". "In terms of demographics, India ranked 1st where highly religious persons exist among all countries with an estimated 960 million to 1 billion believers. China, ranked second, with an estimated 240-260 million believers, followed by Indonesia (~235 million), the United States (~205 million), Pakistan (~175 million), Brazil (~168 million), Nigeria (~163 million) and Bangladesh (~161 million). 96.5 % people reported that religion is important in their daily life and 2.5% reported religion as to be not important in their daily lives. While remaining marked "we don't know".

The country (Pakistan) where the religion is considered to be a fundamental aspect of life and plays its significant role in day to day routine as well as in job tasks, so it should be taken care well and could also be used as a measure to mediate the influence of job stress in relationship with job satisfaction.

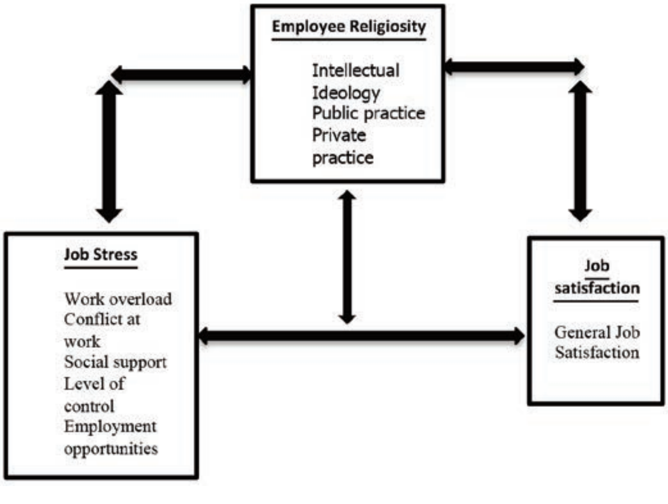
Ismail and Desmukh in 2012 piloted a correlational research on religiosity and psychological well-being. Variables including religious gatherings, belief salience and frequency of prayer were used to gauge the religiosity. Key aspects of psychological well-being were anxiety; loneliness and life fulfillment were selected for operationalization. A significant positive relationship was found between religiosity and life satisfaction. In this way, the results of this study assured the theorized association between religiosity and different aspects of psychological well-being.

Zafar in 2010 attempted to gauge the concept of religiosity and workplace spirituality in Pakistan by conducting a Case Study research of Armed Forces and University Teachers and the study concluded that organization contains the element of spirituality and religiosity, intensity can vary. The researcher also failed in identifying any organization where workplace spirituality is being followed in letter and spirit.

"Religiosity in the workplace may act as a resource, making people more resilient to cope with the many challenges of working life. But, why are religious employees so much happier in the first place? Religiosity creates "buffer against the strains" of modern life's pressures. Basically, the more religious an employee is, the less they tend to worry about factors that they may feel are out of their control. Religious employees may be looking for ways to add more meaning to their lives in the first place as well," Dr. Gervais pointed out in a press release.

It is imperative that organizations must comprehend the relationship among job stress, religion and job satisfaction of an employee. Studies have concluded that if stress is not treated, it can lead to decreased job satisfaction, which ultimately has negative effect on organizational performance, growth and profitability. Moreover, job stress also causes negative effect on job satisfaction level of employees. Numerous studies have shown that religiosity of a person assist in alleviating many harmful impacts of stress. Religiosity can provide a therapeutic mechanism to cope with stress. In this way, it can play a significant role in order to mediate the relationship between job stress and job satisfaction of employee.

Conceptual Framework and Hypothesis:



The resolution of contemporary study is to scrutinize whether religiosity of an employee has a central role as moderator to job stress by providing a religious coping mechanism. Religious coping is defined as the degree to which persons use their religious beliefs and practices to simplify problem or alleviate the negative emotional and physical effects of stressful circumstances.

It can be hypothesized that the factors of religiosity (Intellectual, Ideology, Public and Private Practice and Experience) can buffer the impact of job stress on Job satisfaction of the employee. In other word the effects of job stress may decrease on a managerial level employee who scores high on a religiosity scale.

Hypothesis 1: There is an association between employee's religiosity and job stress.

Hypothesis 2: There is a negative association between employee's religiosity and stress.

This can be hypothesized that the link between religiosity and job satisfaction depend upon it that how much faith an individual has in work to be a religious requirement/calling i.e., when they are doing a job to earn livelihood, they are following their religious directions. This way of thinking, strengthen their belief of carrying their worldly and religious life together and the managerial level employee who score high on religiosity scale, feel more satisfied with the elements which are pre-requisite for job satisfaction.

Hypothesis 3: There is an association between employee's religiosity and job satisfaction.

Hypothesis 4: There is a positive association between employee's religiosity and job satisfaction.

In evidence to the previous studies, it can be hypothesized that, the presence of job stressors at workplace, can negatively affect the job satisfaction among managerial level employees.

Hypothesis 5: There is an association between job stress and job satisfaction.

Hypothesis 6: There is a negative association between job stress and job satisfaction.

Employee religiosity acts as a buffer between job stressors, impacting job satisfaction level and decrease the intensity of these stressors by providing a coping mechanism, which ultimately results in sustained or improved job satisfaction level.

Hypothesis 7: Employee religiosity decreases the effect of job stress on the job satisfaction level and results in sustained or improved job satisfaction level.

So it can be hypothesized that, employee religiosity can moderate the relationship between job stress and job satisfaction.

This research therefor focused principally on the association between religiosity and the mechanism it provides. It hypothesizes that this mechanism can be used to cope with job stress caused by different job stressors and its relationship with job satisfaction. Thus it makes an attempt to unearth the true connection among three.

Methodology

Descriptive research design has been followed and it has been hypothesized that there is an association between the variables, i.e. job stress and job satisfaction has a relationship. Employee religiosity has relationship with job stress and job satisfaction. A cross-sectional study has been conducted at the private sector organizations in Lahore region of Pakistan.

In order to collect primary data for the current study, the researcher has adopted data triangulation. A survey was conducted to collect the data through closed ended questionnaire from managerial level employees (Senior, Middle, Lower level) of private sector organizations (refrigeration industry), based in Lahore region of Pakistan. Semi structured interviews were also conducted by the researcher.

A three stage sampling was done. The first stage consisted of the simple random sampling in which, three private limited companies out of six total private limited companies from Refrigeration industry based in Lahore Region were selected. In the second stage, the questionnaires were distributed to the managerial level of employees at these companies purposively. As only the managerial cadre of the employees was selected for the study. At third stage, in order to enhance the external validity of the study, semi structured interviews were conducted with two managerial level employees of each company on convenience basis.

By taking margin value of error as 0.07, researcher got the number of 160 respondents by applying the Solvin’s formula for calculating an appropriate sample size from a population for survey.

Nine respondents were selected for conducting semi structured interview. Three managerial level employees from each company were selected on convenience basis from the sampling companies.

Instruments:

This instrument used in this research is comprised of 3 parts.

1. The first part deals with job Satisfaction.
2. The second part deals with Employee Religiosity.
3. The third part deals with Job Stress.

Job satisfaction has been measured by 20 item short form of 5 item likert scale of Minnesota Satisfaction Questionnaire (MSQ). Employee Religiosity has been measured by using the Centrality of Religiosity Scale (CRS) by Stefan Huber and Odilo W. Huber . National Institute Occupational Safety and Health, Ohio (NIOSH) job stress questionnaire has been used to measure job stress. It consists of five sections to measure five facets of stress taken in this study.

All the items for measuring employee religiosity, job stress and job satisfaction are measured on a five item likert scale. The reliability score (Cronbach's alpha) of scales adapted were as, Employee Religiosity (Q1-Q15) = 0.874, Job Stress (Q17-Q31) = 0.741, Job Satisfaction (Q33-Q52) = 0.898.

Data Analysis

Quantitative Data Analysis

The Methods for the analysis of quantitative Data included Reliability Analysis, Frequency Tables, Cross-tabulation, Simple Correlation (Spearman's rho).

Table1. Frequency and Percentages of Demographic Variables

<table>
<tr><th>Variable Name</th><th>Categories</th><th>N (%)</th><th colspan="2">Male (%)</th><th colspan="2">Female (%)</th></tr>
<tr><td>Gender</td><td>Male
Female</td><td>105(65.6)
55(34.4)</td><td colspan="2">65.6</td><td colspan="2">34.4</td></tr>
<tr><td>Marital Status</td><td>Single
Married
Other</td><td>117 (73.1)
39(24.4)
04(2.5)</td><td>29.5
69.5
01.0</td><td>100%</td><td>80.0
14.5
05.5</td><td>100%</td></tr>
<tr><td>Religion</td><td>Islam
Christian
Other</td><td>152(95)
07(4.4)
01(.6)</td><td>97.1
01.9
01.0</td><td>100%</td><td>90.9
09.1
0.00</td><td>100%</td></tr>
<tr><td>Type of Employment</td><td>Permanent
Contractual</td><td>96(60)
94(40)</td><td>66.7
33.3</td><td>100%</td><td>47.3
52.7</td><td>100%</td></tr>
<tr><td>Qualification</td><td>Intermediate
Bachelor
Master
MPhil
Ph.D.</td><td>16(10)
58(36.2)
61(38.1)
20(12.5)
05(3.2)</td><td>08.6
37.1
43.8
9.5
1.0</td><td>100%</td><td>12.7
34.5
27.3
18.2
7.3</td><td>100%</td></tr>
<tr><td>Age</td><td>Less than 20
20-40
41 and Above</td><td>7(4.4)
146(91.2)
07(4.4)</td><td>05.5
41.2
53.3</td><td>100%</td><td>21.0
60.8
18.2</td><td>100%</td></tr>
</table>

Table1 shows that among the sample collected n=160, there were 65.6 % males and 34.4 % females. 73.1 % respondents were single, 24.4 % were married and

2.5% had the ‘other” marital status. 95 % respondents belong to religion Islam, 4.4 % belongs to Christianity and .6% marked other in religion options. 60% respondents hold the permanent employment while 40% are working on contractual basis. In terms of qualification, 10% have got education till intermediate level, 36.2 % got education till bachelor level, 38.1%(highest percentage) are qualified till master level, 12.5 % have done MPhil and 3.2% are qualified to Ph.D. level. Respondents who have age less than 20 years are 4.4%, 91.2 % respondents have age 20-40 years while remaining 4.4 % have age above 41 years.

Table1 shows that collected sample comprises of 65.6 % males in which 29.5% are single, 69.5% are married and 1% have “other” marital status. Among 34.4% females, 80% are single, 14.5% are married and 5.5% have “other” marital status. This shows that there are more married males in sample data than married females. And there are more single females then males.

Table1 shows that 97.1% of total number of males belongs to religion Islam, 1.9% belongs to Christianity and 1% belongs to some other religion. Among the 100% of females, 90.9% females belong to religion Islam, 9.1 % belong to Christianity there are no female which belong to any other religion. There is a majority of males and females who belong to religion Islam than Christianity or some other religion.

Table1 among 100% of males, 66.7% have permanent nature of employment and 33.3% have contractual type of employment. Among female employees, 47.3% are doing permanent type of employment, while remaining 52.7% are doing contractual job. The table shows that there are more percent of males, doing permanent type job then contractual, while there are more females who are doing contractual job then permanent job.

Table1 shows that among total percent of males, 8.6% have done intermediate, 37.1 % have done bachelors, 43.8% have done master, 9.5% have done MPhil and 1% has done Ph.D. While among the total percent of females, 12.7% have done matriculation, 34.5% have done intermediate, 27.3% have done master, 18.2% have done MPhil and 7.3% have done Ph.D. The table clearly shows that majority of the males and females have done master.

Table1 shows that of the total 100%, 5.5% male respondents have age less than 20years, 41.2% have age between 21 to 40 years and 53.3% males have age 41 years and more . In case of female respondents, 21% respondents female have age less than 20years, 60.8% have age between 21 to 40 years and 18.2% females have age 41 years and more. The result shows that majority of the male respondents have age 41years and higher while majority of the females have age between 21 to 40 years.

In addition, to gauge the concepts of employee religiosity, job stress and job satisfaction of the employees, three general questions were asked to the respondents to mark their own religiosity, job stress and job satisfaction level at five point likert scale. The intersection between gender of the respondents and their response to these general questions has been given below in Table 2.

Table2. Intersection between Gender and Responses to General Question "I am religious"

Gender	I am religious					Total
	Very Little	Little	A moderate amount	Much	Very Much	
Male	4	8	27	45	21	105
	3.8%	7.6%	25.7%	42.9%	20.0%	100.0%
Female	3	17	20	8	7	55
	5.5%	30.9%	36.4%	14.5%	12.7%	100.0%

Table 2 shows that among the 100% of male respondents, 3.8% marked their religiosity level as very little, 7.6% marked it as little, 25.7 % marked it as a moderate amount, 42.9% marked it as much and 20% marked it at very much. In case of female respondents, 5.5% marked their religiosity level as very little, 30.9% marked it as little, 36.4 % marked it as a moderate amount, 14.5% marked it as much and 12.7% marked it at very much. Majority of the male respondents marked their religiosity level as moderately religious and much religious. In case of female respondents, majority marked their level of religiosity as little and moderately religious.

Table3. Intersection between Gender and Responses to General Question "I am stressful at my job"

Gender	I am stressful at my job:					Total
	Very Little	Little	A moderate amount	Much	Very Much	
Male	5	37	41	21	1	105
	4.8%	35.2%	39.0%	20.0%	1.0%	100.0%
Female	4	18	19	13	1	55
	7.3%	32.7%	34.5%	23.6%	1.8%	100.0%

Table 3 shows that, among the total percent of males, 4.8% marked their stress level as very little, 35.2% marked it as little, 39 % marked it as at moderate level, 20% marked it as much and 1% marked it as very much, mean high level of stress. Among the total percent of females, 7.3% marked their stress level as very little, 32.7% marked it as little, 34.5% marked it as at moderate level, 23.6% marked it as much and 1.8% marked it as very much, mean high level of stress.

So there is little to moderate amount of job stress is present among the male and female respondents.

Table4. Intersection between Gender and Responses to General Question "I am satisfied with my job"

Gender	I am satisfied with my job					Total
	Very Dissatisfied	Dissatisfied	Moderately Satisfied	Satisfied	Very Satisfied	
Male	1	11	26	49	18	105
	1.0%	10.5%	24.8%	46.7%	17.1%	100.0%
Female	2	17	26	6	4	55
	3.6%	30.9%	47.3%	10.9%	7.3%	100.0%

Table 4 shows the cross tabulation between gender of the respondents and their job satisfaction level. Table shows that 1% males were very dissatisfied with their current job, 10.5% were dissatisfied, 24.8% were moderately satisfied, 46.7% were satisfied and 17.1% males were very satisfied with their current job. In case of females, 3.6% females were very dissatisfied with their current job, 30.9% were dissatisfied, 47.3% were moderately satisfied, 10.9% were satisfied and 7.3% females were very satisfied with their current job. Majority of the males were moderately satisfied and satisfied with their jobs. While majority of the female respondents were dissatisfied and moderately satisfied with their current jobs.

The concepts of employee religiosity, job stress and job satisfaction of the employees were gauged with the scales which marked high on reliability scale. The respondents were asked to rate their religiosity, job stress and job satisfaction level on five point liker scale. The intersection between gender of the respondents and their religiosity, job stress and job has been given below in Table 5, 6, and 7.

Table5. Intersection between Gender and Employee Religiosity

Gender	Religiosity			Total
	Low	Moderate	High	
Male	6	10	89	105
	10.0%	15.5%	74.5%	100.0%
Female	18	27	10	55
	25%	58.7%	16.3%	100.0%

Table 11 shows that among 100% of male respondents, 10% males have low level of religiosity, 15.5% have moderate level of religiosity and 74.5% males have high level of religiosity. In case of female respondents, 15% females have low level of religiosity, 58.7% have moderate level of religiosity and 16.3% females have high level of religiosity. Majority of male respondents have high level of religiosity and majority of the female respondents have moderate level of religiosity.

Table6. Intersection between Gender and Job Stress

Gender	Job Stress			Total
	Low	Moderate	High	
Male	33	66	6	105
	31.4%	62.9%	5.7%	100.0%
Female	2	19	34	55
	3.6%	34.5%	61.8%	100.0%

Table 6 shows that 31.4% male respondents among the total of 100% male respondents have low level of job stress, 62.9% have moderate level of job stress and 5.7% have high level of job stress. In case of female respondents, 3.6% female respondents among the total of 100% female respondents have low level of job stress, 34.5% have moderate level of job stress and 61.8% have high level of job stress. Majority of the male respondents have moderate level of job stress and majority of female respondents have high level of job stress.

Table7. Intersection between Gender and Job Satisfaction

Gender	Job Stress			Total
	Low	Moderate	High	
Male	1	20	83	104
	1.0%	19.2%	79.8%	100.0%
Female	12	38	5	55
	25.3%	70.0%	4.7%	100.0%

Table 7 shows that among the 100% of male respondents, 1% of male respondents have low level of job satisfaction, 19.2% have moderate level of job satisfaction and 79.8% male respondents have high level of job satisfaction. In case of female respondents, 25.3% of female respondents have low level of job satisfaction, 70% have moderate level of job satisfaction and 4.7% female respondents have high level of job satisfaction. Majority of the male respondents have high level of job satisfaction and majority of the female respondents have moderate level of job satisfaction.

Table8. Spearman's Correlations for Employee Religiosity, Job Stress and Job Satisfaction

	Employee Religiosity	Job Stress	Job Satisfaction
Employee Religiosity	1.000	-.611	.717
Job Stress	-.611	1.000	-.638
Job Satisfaction	.717	-.638	1.000

. Correlation is significant at the 0.01 level (1-tailed).

Table 8 shows the Spearman's correlation between Employee Religiosity, Job Stress and Job Satisfaction. There is a strong negative correlation -.611 between employee religiosity and job stress. There is a strong positive correlation .717 between employee religiosity and job satisfaction. There is a strong negative correlation -.638 between job stress and job satisfaction.

Table9. Spearman's Correlation between Dimensions of Employee Religiosity and Job Stress

Job Stress/Employee Religiosity	Ideology	Intellect	Public Practice	Private Practice	Experience
Work Load	-.375	-.467	-.553	-.779	-.346
Work Conflict	-.673	-.536	-.672	-.684	-.453
Social Support	-.794	-.765	-.898	-.847	-.334
Level of Control	-.436	-.673	-.564	-.649	-.453
Job Opportunities	-.782	-.667	-.627	-.882	-.556

Table 9 shows the Negative Correlation between Dimensions of Employee Religiosity (Ideology, Intellect, Public Practice, Private Practice, Experience) and Job Stress (Work Load, Work Conflict, Social Support, Level of Control, Job Opportunities).

Table10. Spearman's Correlation between Dimensions of Employee Religiosity and Job Satisfaction

Job Satisfaction/Employee Religiosity	Ideology	Intellect	Public Practice	Private Practice	Experience
Satisfaction	.774	.869	.799	.879	.746

Table 10 shows the Positive Correlation between Dimensions of Employee Religiosity (Ideology, Intellect, Public Practice, Private Practice, Experience) and Job Satisfaction.

Table11. Spearman's Correlation between Dimensions of Job Stress and Job Satisfaction

Job Satisfaction/ Job Stress	Work Load	Work Conflict	Social Support	Level of Control	Job Opportunities
Satisfaction	-.674	-.879	-.699	-.679	-.777

Table 11 shows Negative Correlation between Dimensions of Job Stress (Work Load, Work Conflict, Social Support, Level of Control, Job Opportunities) and Job Satisfaction.

Qualitative Data Analysis:

The analysis of qualitative data suggest that managerial level employees(5 females, 4 males) in private sector and in refrigeration industry (Lahore region) have the perception that there is a linkage between employee religiosity and job stress, religiosity and job satisfaction and religiosity acts as a buffer against effect of job stress on the job satisfaction level of employees. All these perceptions are supported by following extracts/themes from transcriptions.

Presence of Job Stressors and Stress:

Different employees have different stressors at their job. Specifically they had work overload, work conflict, lack of social support, had less level of control, and less job opportunities in market. The employees, who had work overload, were facing the problem of doing plenty of work in limited time, those who had lack of social support, were facing the problem of having less friends or social circle at workplace. All the stressors were creating tension and stress for them. But level of stress was different for different employees. Also the stress level was high in females then males.

Coping with stress and Individual level coping:

Different individuals had different ways to cope with their stress level. Some said they do planning and act upon it in which they identify the cause, propose different solution and implement the best situation fit solution. Some said they discuss with their family, friends or with the concerned person of problem. Few goes for some mediation like yoga or often they pray also with action. Some just avoid the problem. So planning solution, communication, mediation, and avoidance were the responses to solve the stress causing problem.

Presence of Religiosity:

All the interviewees were Muslims and all have the presence of religiosity in terms of intellect, ideology, public practice, private practice and experience but intensity/level of religiosity was different. All believe in the presence of God and consider Him as the creator. All consider it important to pray but frequency and method of praying is different. Majority of the respondents offer at least pray once in a day. It is in the form of obligatory prayer or non-obligatory adhkaar or prays. A respondent said "*I offer prayer because it's obligatory and it's the right of Lord on us that we should bow in front of Him in order to thank Him for His every blessing*".

So religious beliefs are important aspect of the personality and they shape the thinking and the way people respond to the realities. Religion gives people the philosophy of existence and basic guidelines for social, economic, and individual life. Moreover male respondents were expressing intense religious commitment than females.

Job Satisfaction Level:

Important elements of job satisfaction, which were pointed out by the collected data are: Interesting and mentally challenging work, friendly colleagues, good working environment, market competitive salary, chances of promotion, recognition and appreciation etc. One of the respondent said in the answer of stating essential elements of job satisfaction, *"Work should be interesting. Then environment should be good. You should have cooperative and friendly colleagues around you. Your salary should be competitive"*.

Linkage between job stress and job satisfaction:

Almost all the respondents/interviewees said that there is a negative relationship between job stress and job satisfaction. When a person is stressful, it has physical, psychological and social impacts. These can be an obstacle for good performance and in the way of maintaining satisfaction level at job. One of the respondent said *"Stressed people like isolation and it become difficult for them to even interact with people even for work.* Another respondent stated as, *"If an individual is stressful, he/she can be mentally or physically disturbed. It can disturb his/her work. Like when I get stressed, I get headache, and it get very difficult for me to work."*

Association and impact of employee religiosity on job stress:

Majority of the employees agreed that stress has many physical, psychological and social level disadvantages like some common physiological effects of exposure to stress are hypertension, changes in eating patterns, sleep, smoking, drinking and lung diseases etc. Psychological consequences can include depression, anxiety, helplessness, frustration and fear etc. Those with increased stress levels may also suffer effects such as lowered self-esteem and life satisfaction. Moreover they like to be isolated and want less social activity. All these can have bad impact on job satisfaction of employees. At this point in time, the religiosity of the employee gets activated to influence the intensity of this relationship. Some of the connections specified by respondents are. *"When I interact with people, who have intention to make me feel low and to put pebbles in my way of success, than the element of tolerance gets activate in me. My religion says that I have to tolerate and I shall be rewarded and will not bear any loss from them in return."* Religiosity of employees is giving them the value of not to backbite in order to exert your anger and to make yourself lighter.

In case of stress generated by less employment opportunities in the market, religion is giving the sense of letting go the uncertain things in hands of Lord and believing that this will surely work in best way. *"I find the answer of* *uncertain future and less job opportunities from religion perspective. I heard from my mother that all have different level of rizq assigned from Allah and you must be thankful for what you have been blessed with. So in this way I put this behind and consider it as luck factor to get a good job".*

Association and impact of employee religiosity on job satisfaction:

Respondents have drawn a linkage between employee religiosity and job satisfaction level. Employees feel satisfied at their current job even in the situation when they think that their job is not competent to their skill level. One of the respondents stated that, *"somehow all the religions provide the code of conducts to spend a contended life. If I am unable to get the better job than this, my religion give me the faith that my rizq is decided by Allah and will come to me by best means. So this thing makes me satisfied with my current job and I work hard on my job".* Religiosity is providing the tool of hope. This hope keep employees to try try again. "I*f I face some trouble or an uphill task at my job, I have strong faith, I keep hoping that everything will be okay and it's a short period exam. I have to make best effort because Allah helps those who help themselves. In short, Religion keeps hope alive which is the prerequisite of life satisfaction".* Work itself becomes the mode of satisfaction when they associate it with their religion; *"work becomes an ibadat, when it's a mode of earning halal rizq. So when I take my job as a part of my religion, it provides me satisfaction. I am doing the job, to feed my family and also serving my country. It is guided by my religion also".*

The role of employee religiosity in moderating job stress and job satisfaction relationship:

Data collected from respondents depicts that stress generated by different job stressors has adverse effect on job satisfaction level. But almost all the respondents stated that yes there is a role of religiosity which it plays to moderate this relationship. Different respondents have drawn different claims regarding its role. Some of these are as follow;

It can be analyzed that religious values are providing the mental and practical solution to solve the physical, psychological and social adverse effects of stress. *"When a person gets stressful, religious values come into motion and play their role. As religion offer mental as well as practicing things or beliefs you can say. He can offer prayer to get relief. It acts as yoga. Also he let his problem to solve in hands of Someone. But 1st he should do his complete effort. In this way the effect of stress get moderate or decreased. And when the stress is handled well, it has least impact on the job satisfaction."*

It can be analyzed that religious values are providing the mechanism to cope with social adverse effects created by job stress at work place. *"It can be observed that religious people are more satisfied in all the situations whether they are stressful or not. They are more hopeful in their life that things will get change or get better soon. If they are stressful, they pray, ask God to help them and to solve their problems. In the same if way, if I take my example, if I am stressful due to people, I tolerate, try to avoid, and try to be nice"*.

Discussion

By considering the quantitative and qualitative results it can be inferred that, the 1st and 2nd hypothesis has been supported by the results of correlational analysis between employee religiosity, job stress and job satisfaction:

H_2: Employee religiosity negatively correlates with job stress.

Spearman's rho Correlation is -.611, so it's a strong *negative correlation* between employee religiosity and job stress. Significance is .007, so we can reject the null hypothesis.

Hence the result can be stated that there is a strong negative correlation between employee religiosity and job stress, r (160) = -0.611, p<.001, one-tailed. Also there is a negative correlation (table 9) between all the dimensions of employee religiosity and job stress. It means that there is inverse relationship between both variables. The direction of these variables has been specified by the data collected from interviews. Many individuals try to find the solution of stress from religion and take it in therapeutic way.

Stress has many physical, psychological and social level disadvantages. At this point in time, the religiosity of the employee gets activated to influence the intensity of this relationship. People don't drink or smoke when they are stressful because it is forbidden in their religion. The religion gives the element of tolerance and behaving well with other people. Religion is also giving freedom to discuss with friends and family in order to find solution. In this way it is eliminating the factor of isolation and fulfilling the social needs of employees. When there is less level of control, the employees give their opinion to their supervisor patiently and try to find out mid-way because religion guides them to find out the mid-way solution of all the problems. In case of stress generated by less employment opportunities in the market, religion is giving the sense of letting go the uncertain things in hands of Lord and believing that this will surely work in best way. Work overload is one of the evident factors which create stress and in this case, religiosity is again coming into motion and providing a psychological mechanism in making this factor's level of intensity less. If the employees don't have much control, they hold on at the moment and do what they are asked to do and wait for the right moment when they will be rewarded.

It can be said that religiosity of the employees is giving physical, psychological, social level solutions for all the dimensions of job stress and in this way, decreasing the intensity of its adverse effects.

3rd and 4th Hypothesis about Correlation between employee religiosity and job stress approved with the help of correlation results;

H_4: Employee's religiosity positively correlates with job satisfaction.

Spearman's rho Correlation is .717, so it's a strong *positive correlation* between employee religiosity and job satisfaction. Significance is .000, so we can reject the null hypothesis.

Hence the result can be stated that there is a strong positive correlation between employee religiosity and job satisfaction, $r(160) = .717$, $p<.001$, one-tailed.

There is a positive correlation (table 10**)** between all the dimensions of employee religiosity and job satisfaction. It means that there is direct relationship between both variables. The direction of these variables has been specified by the data collected from interviews. The individuals, who score high on religiosity level, are more satisfied with their job and life.

Employees feel satisfied at their current job even in the situation when they think that their job is not competent to their skill level. All the religions provide the code of conducts to spend a contended life. About uncertain job opportunities religion says that food of a person is decided by God and will come to him/her by best means. So this thing makes them satisfied with their current job and they work hard on job. Religiosity is providing the tool of hope. This hope keeps employees to keep trying. If an employee who scores high on religiosity level faces some trouble or an uphill task at job, their strong faith make them keep hoping that everything will be okay and it's a short period exam. So when the employees take their job as a part of their religious calling and practice, it provides them satisfaction.

It can be stated that religiosity of the employees (intellect, ideology, public practice, private practice, experience) is the source for creating a feeling of job satisfaction for employees. Higher religiosity level leads to higher job satisfaction.

5th and 6th Hypothesis about Correlation between employee job stress and job approved with the help of results;

H_6: Job stress negatively correlates job satisfaction.

Spearman's rho Correlation is -.638, so it's a strong *negative correlation* between job stress and job satisfaction. Significance is .000, so we can reject the null hypothesis.

Hence the result can be stated that there is a strong negative correlation between job stress and job satisfaction, r (160) = -.638, p<.001, one-tailed.

There is a negative correlation (table 11) between all the dimensions of job satisfaction and job stress. It means that there is inverse relationship between both variables. The direction of these variables has been specified by the data collected from interviews. The individuals, who high level of stress, are less satisfied with their job.

When job stress increases, job satisfaction decreases. The possible reason behind is it is that job stress has negative effects on physical, psychological and social level of employees, which have ultimately an effect on job satisfaction. When an employee is stressful, he/she get disturb and don't get satisfy until he/she find some way for eliminating that stressor. Stress can be an obstacle for good performance and in the way of maintaining satisfaction level at job. Stressed people like isolation and it becomes difficult for them to even interact with people even for work. This can have negative impact on their performance also, because when they will not interact well, they will not socialize enough to have a good social network. This ultimately can have decreased satisfaction level at job. If an employee is stressful, he/she can be mentally or physically disturbed. It can disturb his/her work. When an employee is stressful at job, due to any work related reason, he/she can't do work with greater efficiency. So when he/she can't put best, he/she can't get best. Unhealthy job stress among the people ultimately affects their intellectual and social abilities.

So the organizational behavior theory, statistical results and the qualitative form of states that job stress and job satisfaction are somewhat related phenomenon because the effects (physical, psychological and social etc.) can have bad impact on job stress. Increase in job stress results in decrease in job satisfaction.

Coming towards the 7th hypothesis stated in conceptual framework; *Employee religiosity decreases the effect of job stress on the job satisfaction level and results in sustained or improved job satisfaction level.*

Our qualitative data provides the results that employee religiosity acts as a buffer between job stressors, impacting job satisfaction level and decrease the intensity of these stressors by providing a coping mechanism, which ultimately results in sustained or improved job satisfaction level. *The employee religiosity plays its vital role in moderating the relationship between job stress and job satisfaction.* The stress generated by different job stressors (work overload, work conflict, social support, level of control and employment opportunities) has adverse effect on job satisfaction level.

Religion carries guidance for every matter of life inclusive of job stress also, if a person is religious in true terms. He/she carries the religion and world in a balanced way, he will face some difficulty, but he will be helped from God/ Creator. And stress will not stay long. Same can be applied in matter of job. If there are some stressors at job, and he/she seeks guidance from religion, in order to handle with that stress, he/she will definitely find the solution, but it depend upon him/her that he/she want to follow that guideline or not. If he/she follows, he/she will find remedy. When problems get solved, there is a sense of satisfaction indeed. Religious values are providing the mental and practical solution to solve the physical, psychological and social adverse effects of stress. Stress is somewhat related to metal and physical phenomenon. When a person gets stressful, religious values come into motion and play their role. As religion offer mental as well as practicing things or beliefs you can say. A person can offer prayer as a practicing part of religion to get relief. It acts as yoga. Also he let his problem to solve in hands of Someone which gives mental satisfaction. But first he should do his complete effort. In this way the effect of stress get moderate or decreased. And when the stress is handled well, it has least impact on the job satisfaction. Religious values are providing the mechanism to cope with social adverse effects created by job stress at work place. Religious people are more satisfied in all the situations whether they are stressful or not. They are more hopeful in their life that things will get change or get better soon. If they are stressful, they pray, ask God to help them and to solve their problems. Employee religiosity is assisting to eliminate or dilute the adverse psychological effects of job stress more than the practical ones. Employee religiosity can reduce the psychological impacts created by job stress more. There must be a psychological solution for the psychological problem. Ultimately, when you feel psychologically well, your lens to see things get cleaned and you become optimist regarding things. And this thing leads to satisfaction whether in case or life or job matters. Job is also one of the life's matters.

Overall it can be stated that employee religiosity plays its role when it comes to action in order to dilute the intensifying impact of job stress on the job satisfaction.

Difference in Religiosity level on Gender Basis:

The data set was itself demonstrating the differences in data when cross tabulation was done on the basis of gender. It is giving different results for males and females. In this way we got two groups, one is of male respondents and second is of female respondents. On their basis comparison was done.

Table 5 shows that, majority of male respondents have high level of religiosity and majority of the female respondents have moderate level of religiosity. The possible reasons behind it can be that, majority of the sample size consisted of Muslim respondents, and the context in which the study has been conducted is Islamic society and very often male member of family is considered to be the head of family. Being head of family, it is considers his duty to follow the things which he wants to be followed by his family. So setting guidelines, demonstration is important. For this purpose, males follow religions more rigorously. It is said in our society that responsibility comes with marriage. A head of family is mostly male person in family and he have to earn the livelihood for his family. In today's fast paced world of increasing political, economic, and social unpredictability, one may find it increasingly difficult to ward off feelings of anxiety, despair or solitude (Reinberg, 2010; Weaver, 2010). In such cases, individuals may turn to a variety of facets for not only therapeutic purposes but also for prevention from such ill feelings in the future. For many, this sanctuary is found primarily beneath the wings of religion (Reinberg, 2010; Weaver, 2010). Table 1 shows that majority of the male respondents have age higher than 40 years while majority of the females have age between 21 and 40 years. It is often said that maturity often comes with age. When a person is young, he/she has different goals for life then when he/she is mature in age. Or if we refer Maslow's hierarchy of need here, there are five stages of needs a human strike for, 1. Biological and Physiological needs 2. Safety needs 3. Social Needs 4. Esteem needs 5. Self-Actualization needs (Maslow, 1962). The growth of self-actualization (Maslow, 1962) refers to the need for personal growth and discovery that is present throughout a person's life. For Maslow, a person is always "becoming" and never remains static in these terms. In self-actualization a person comes to find a meaning to life that is important to them (Maslow, 1962). By the time and with age a person is more interested in finding the meaning of life after the fulfillment of lower level needs. Male respondents in data set consist of male respondents whose majority is married, having permanent nature of job and having age greater than females. On the other hand, females having contractual nature of job, striving for their career, majority is single, and majority have age less then male respondents. So all these conditions gives clue to the reason of why the male respondents have high level of religiosity.

Table 6 shows that, majority of the male respondents have moderate level of job stress and majority of female respondents have high level of job stress. The possible reasons behind it were also discussed with respondents in interviews. Table 1 shows that there are more percent of males, doing permanent type job then contractual, while there are more females who are doing contractual job then permanent job. The possible reason behind this result according to the researcher's opinion can be this, males are more oriented toward having permanent nature of job as they have pursuit their career for life time and in case of females, they consider many societal issues, i.e. marriage etc. So there is general trend that they often quit managerial level 8 hour job and often go for the job having less working hours, with which they could manage their household also. For this reason female employees are often offered contract base job and females often accept it. On the permanent nature of job, there is job security, long term relations are established with peers, supervisors and subordinates. Most importantly, Table 5 shows that, majority of male respondents have high level of religiosity and majority of the female respondents have moderate level of religiosity. So the comparison group of males (having high level of religiosity) is approving our result that the religiosity of the employee plays its role in diluting the intensifying effects. On the other hand, female respondents had moderate level of religiosity, and majority of the females have high level of stress in comparison with males.

Table 7 shows that majority of the male respondents have high level of job satisfaction and majority of the female respondents have moderate level of job satisfaction. The possible reasons for this difference among both gender groups can be stated as follow. Majority of the male respondents have permanent nature of job, having more job security, while majority of the females have contractual basis of job having less job security. Majority of the male respondents have high level of religiosity, while female respondents have moderate level of employee religiosity. The religiosity element is providing the mechanism for the satisfaction of life as well as with job and this difference is also proving the above stated result that religiosity is positively and strongly related to job satisfaction and when there is more employee religiosity, there is more employee job satisfaction level.

Conclusion:

The impact of job stress can seriously affect the organization and employees. The organization may be unable to achieve its desired goal it planned to achieve and the employee may experience job dissatisfaction and be a financial cost to the organization .

Job Stress can lead to negative consequences in the workplace like decreased job satisfaction, low organizational commitment, high turnover etc. Also a mounting number of employees are taking their religion and spirituality to work. Religion, for many employees, is no longer a part of their lives that they leave at door step when they come to workplace. Religion being the soft conception, which provides humans with basic philosophies of self and all other matters of life and directs the visualization in certain direction, helps in handling these work related issues of stress and job satisfaction.

It is the researcher's view and also proved through statistical and qualitative data of research that at this point in time, employee religiosity factor comes into play its role by providing the therapeutic mechanism for diluting the adverse impacts of job stress on job satisfaction of employee. Religious oriented employees have better approaches toward stress managing practices, and cooperative work codes, and they more self-contended persons having greater level of satisfaction with their personal as well as job life. Some of the most common endorsements for plummeting stress include upholding a strong social support network, concentrating on the purpose in one's life and work, and participating in activities that keep them well-adjusted and assist in coping with the job stress they encounter with at their workplace in turn job stress least effect the job satisfaction level of employee.

Recommendations:

Organizations offer training workshops for their employees to handle stress. The researcher wholeheartedly agrees that organizations should not attempt to interfere in employees' religion, but their religiosity can be used as one of the stress coping technique. A lot of trainers provide meditation exercises or art of living themes. The time has come to offer workshops highlighting role of religion.

Executives ought to consider needs for flexible work scheduled for individuals wishing to attend religious festivals and holy days.

An extended break time should be given to employees according to their religion specific prayer/practice in a day or on specific day. For example, an prolonged lunch break on Fridays and to make up the time in the course of the week, enable those who wish to attend the collective ritual noon Friday prayers to do so. In the same way for reduced lunch breaks where an employee is observing a fast. It should be extended to the employees who belong to other religions also.

Proper accommodation should be provided to employees at their offices or workplace which could enable them to carry their prayer during break times, or time specified for prayers. Like separate namaz[4] place for males and females, a small church/ praying place for Christians for performing chaplets[5], etc.

Sometime religious and cultural traditions require particular dress, or wearing head coverings e.g. hijabs, turbans and Yarmulke and/or wearing long or modest clothing which covers the body. In most cases these should not be in conflict with office dress codes, uniforms, or health and safety, but sensitivity and flexibility should be shown and efforts made to accommodate the wearing of religious dress safely.

Try to avoid running training courses on Fridays, Easter, Holi and other religion specific days.

Be flexible in when breaks are available. Consider asking at the start of training courses when people would like the breaks to occur so that, if necessary, they can pray.

There should be freedom to discuss the religious issues at workplace but if there is religious and sect diversity in the organization, it should be taken care that this religious discussion should not be turned into conflict. The organizational cultural values should be developed in the way that there should be respect for other's belief system.

Limitations and Future Research:

1stly descriptive (cross sectional) research design has been followed in this research; it is also recommend that future research should employ a longitudinal design to gain further understandings into the effects of recurrently occurring stressors over an extended period of time. Ongoing study of the same sample over time could yield answers relative to how prolonged exposure to stressors affects employees and how their religiosity factors affect this stress level in association with its impact on job satisfaction. Such information would be vital for designing stress intervention and management strategies, which could in turn effectively increase job satisfaction.

Secondly the sample of the study was restricted to educated managerial level employees. It is important to note that in order to be more representative, less privileged employees of working level should also be included.

Thirdly the sample was consisted of Muslim employees in majority (95%), future study can be conducted by taking the sample comprising of employees having different religions.

Fourthly this study was only conducted on the managerial level employees of refrigeration industry in private sector, future studies should be expanded to all private sectors industries.

Fifthly this study was conducted only in private sector and only in one industry; it can be further researched in Public sector and in different industries or sectors.

Practical Implications:

If it is known that there is the chance that more religious employees can better manage job stress, and have good job satisfaction level, then HR department and as well as managers can do certain things to warrant an optimum setting for employees. Our data show that there is value to incorporating religiosity in the workplace then how it can be make sure?

- There should be freedom to discuss the religion at workplace but if there is religious and sect diversity in the organization, it should be taken care that this religious discussion should not be turned into conflict. The organizational cultural values should be developed in the way that there should be respect for other's belief system.

- When the organization's management gives the feeler to the employees that it takes care of their personal belief system, it can generate the sense of being taken care of and ultimately results in positive job attitudes i.e. better job performance, organizational citizenship behavior etc.

- By having better understanding of basic information on employees' religious beliefs and practices can benefit the employers, management and HR professionals to better manage their religious needs, in order to maintain the most important human capital of an organization. But it is still up to them to make a decision to accommodate or not. By letting employees and even accommodating them to use their belief system for therapeutic purpose in order to cope with the stress which they face at individual level can lead to the better maintenance of indispensible human asset of an organization.

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Evaluation of Tenure Track System in Higher Education Institutions of Pakistan: An HRM Perspective

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Tenure Track System was introduced in Pakistan in the year 2004 following the 2002 Higher Education Reforms. This System was brought basically as an alternate to the conventional Basic Pay Scale System prevalent in the entire Public Sector. As these reforms were influenced by global practices and institutions, therefore, when these reforms were introduced in Pakistan, a lot of resistance was faced and a debate was generated where some people called it a conspiracy, others supported it calling it as an innovation to compete Western academic efficiency. With the help of Literature, it was derived that many researches have been conducted on reform in the context of higher education institutions and governance, however, no "Evaluative Study" has been conducted on Tenure Track System particularly from a Human Resource Management Perspective. Therefore, to bridge this gap and clearly outline factors that may facilitate decision makers towards strengthening the system this comprehensive qualitative study was conducted in the specific context of University of the Punjab, one of the largest public sector university in Pakistan. The study is based on in-depth interviews with stakeholders. A two-step theoretical framework has been developed for this research utilizing Institutional Perspective to evaluate implementation side, and Human Resource Management functions to evaluate application of TTS and suggest areas for improvement. Important findings of this research suggest that at present TTS is not streamlined and structured in view of the specific context of higher education institutions in

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Pakistan, there exists a high amount of uncertainty in different areas with regard to the implementation of the system. Hence, on the basis of findings of this study, key recommendations include reduction in probationary period, training of review committee members, pension and after retirement benefits, retention of administrative positions, revisiting the publication criteria discipline wise etc. towards strengthening of the budding system.

Keywords: *University Governance, New Public Management, Human Resource Management, Higher Education Reforms, Tenured Service, Performance Based Compensation.*

Introduction

Over the past three decades, several changes have taken place globally, from technological innovation in industry like Automation to reform in Public Sector Governance such as New Public Management. New management practices have been developed including: Total Quality Management, Six Sigma, Performance Management etc. to enhance the quality of products and services over time. The broader shift in Public Sector and Public Services delivery can be traced in the idea of New Public Management(NPM), a term coined in the late 1980s to denote a new or renewed stress on the importance of management and 'production engineering' in public service delivery, often linked to 'doctrines of economic rationalism' (Hood, 2001).

The basic philosophy of public sector started changing in the 1980's, when reforms and structural changes were being suggested and advocated around the globe in all sectors of public arena. Being an integral part of public sector, public education sector could not remain alienated from these changes in the environment and started to adopt these practices (Christensen, 2011). Gradually developing countries including Pakistan also joined the fast changing norms and rapid shift in public sector environment.

Most of the above public sector reforms are introduced in form of deregulation, privatization and marketization (Lan, 1997). As per Haque (2004), one of the most influential factors in emergence of New Public Management (NPM) is the ideological shift since late 1970's. This was the era when the world moved towards 'neo-liberal framework', when the concept of welfare state weakened and government machinery such as bureaucracy was accused for being inefficient. He added that originating from the USA and UK the NPM model has not only expanded over capitalist nations but also Asian countries because particularly the concept of NPM has been reinforced by world renowned 'developmental institutions' i.e. The World Bank, UNDP, DFID, UNESCO, Asian Bank etc. This very idea is based on the concept derived from the 'modern politico-economic theory favoring free trade, privatization, minimal government intervention in business and reduced public expenditure on social services' (Collins).

If we look into public sector education globally and locally, several reforms have been initiated in line with the above mentioned themes. In Pakistan findings of several task forces and steering committees meetings set by the Government of Pakistan and Higher Education Commission documents such as Medium Term Development Frameworks reflect the emphasis on aforementioned characteristics of New Public Management Reforms.

Higher Education Reforms

Based on this new theme of reform and new form of governance, many countries began with the changes in Education sector with special focus on governance, accountability and autonomy. These changes were initially resisted highly by some members of the academia and a debate was generated regarding Autonomy and Control. 'Reforms of university governance are in some ways likely to reflect the more general reform trends in the political-administrative system and society' Christensen (2011).

In the year 2000 a 'Task Force on Higher Education and Society' was organized by the World Bank and UNESCO bringing several experts under one roof and the agenda of this task force was to explore higher education in developing countries with an intention to speed up debate and lead to action. This report entitled 'Peril and Promise', triggered reform initiatives in several countries including Pakistan (Jabeen and Khan, 2011).

Based on this report, several reform initiatives were introduced in Pakistan with an intention to improve the Higher Education Structure in the country. One such initiative after the establishment of Higher Education Commission in 2002 was the introduction of *Tenure Track System (TTS)* that revolves around the basic idea of pay for performance. This unconventional system is a complete package, whereby providing Universities a guideline on how to recruit, select, appraise and then compensate human resource hired through the system. The elementary idea behind this approach was linking pay with performance and offering relatively higher compensation packages to attract those highly qualified professionals towards Public Universities that give high weightage to remuneration. This study aims at evaluation of this particular initiative suggested by the HEC and then adopted by Public Sector higher education institutions

(HEIs) in Pakistan, using University of the Punjab- the largest public sector university as a case in point.

Following the establishment of University Grants Commission (UGC), a number of education policies were presented but majorly after waiting for 28 years and being pressurized by Public Sector reforms around the globe and supportive/guiding reports such as the famous 'Peril and Promise', Ministry of Education notified a 'Task Force on improvement of Higher Education' in 2001 on the pattern of UNESCO's 'Task Force on Higher Education and Society'. Following this task force, a 'Steering Committee on Higher Education' was formulated by President of Pakistan in 2002 which was assigned the duty of developing an implementation plan for recommendations presented by the earlier Task Force. Recommendations of these bodies lead to the establishment of a new body called Higher Education Commission (HEC), which was to be responsible for steering Higher Education in Pakistan by acting in advisory capacity and guiding Institutions by setting up different quality and performance criteria.

Human Resource Management (HRM)

The papers attempts to deliberate on post 2000 Higher Education Reforms in Pakistan that began with the establishment of Higher Education Commission (HEC) in 2002. It focuses mainly on the Tenured Service structure and Performance based incentive system that have been introduced in Higher Education (HE) sector through Tenure Track System (TTS) in 2004. The study evaluates the system from a Human Resource Management (HRM) perspective keeping in view the functions of HRM such as Recruitment, Selection, Performance Management and Compensation and Benefits in higher education institutions of Pakistan using University of the Punjab as a case in hand.

Research Purpose

The paper aims at not just describing and explaining what the Tenure Track System is, but also finding out what challenges public sector universities are facing as far as implementation of tenured system is concerned; the constraints and effectiveness of Tenured System in comparison with the traditional BPS system. More specifically it addresses the following research questions:

- What are the views of academia about TTS with regard to Human Resource Management functions including Recruitment, Selection, Performance Management and Compensation and Benefits?
- How successful has been the implementation of Tenure Track System in Pakistan with regard to the above HRM functions?

- What are the major HR challenges towards smooth implementation of TTS?

Since TTS is being encouraged by HEC and huge amounts of funds have been given towards its implementation, it is important to know whether the direction is right or not and whether the objectives are being met or not. This study might not be holistic enough to provide policy maker's basis for a final decision, however, it will provide useful feedback to the system. Being an Evaluative study it will help to enhance the strengths and remove shortcomings related to the implementation of TTS in public sector universities of Pakistan.

Literature Review

Public sector is that portion of society which is controlled by national, state or provincial and local governments (Christensen, 2010) and according to Oxford Dictionary (2010), the word *reform* means 'changes in (something, especially an institution or practice) in order to improve it'. Therefore, a reform pertaining to public sector would mean any sort of changes being introduced with an intention of improvement in the current system by revamping it either completely or partially.

New Public Management

Last few decades have witnessed a 'fundamental shift' in the principles that have been used in the governance of public sector in the modern world. This shift has been a result of 'reinvention' of the idea that how governments and its units should perform; in other words this conversion is a step towards 'new public sector management' approach (Gahan, 2007).

New Public Management is a combination of managerial tools and techniques based on private sector 'performance criteria and practices'. In today's era, the word modernization and reform in public sector have been made synonymous with implementation of New Public Management practices (Lapsley, 2009). Common to many NPM reforms around the globe is the idea of market as available in Economics (Nagel, 1997). According to Self (1993); reforms of NPM are largely influenced by 'Public Choice Theory, Principal Agent Theory and Transaction Cost Economics'. A brief discussion on these theories and concepts is provided below:

- **Public Choice Theory**
  Public Choice Theory originates from the idea of Political Science and tends to use principles of Economics while analyzing issues in this area (Tullock, 2008). This theory uses Economic Principles in predicting market behavior

of individuals. According to Bayreuth (2005), Public Choice Theory 'analyzes political decisions as consequences of individual choices'.

- **Principal-Agent Theory**
  Agency theory has its roots in areas of Economics, Accountancy, Political Sciences, Organization Theory and others (Eisenhardt, 1989). Agency relationship comes into force when one party (Principal) assigns formally a task or function to another party (Agent) and monitors its progress in order to ensure achievement of its (Principal's) goals.

  In some part of the literature, this theory is named as Principal Agent Problem because it basically discusses the conflict or issues that may arise when a Principal-Agent relationship is established. Eisenhardt (1989) presents that due to potential differences in goals of Principal and Agent and also costs involved for Principal in continuously verifying what the Agent is actually doing some issues prevail.

- **Transaction Cost Economics**
  Transaction Cost Economics Theory originates from the field of Economics and is referred in Organizational Theory in terms of Organization Economics. Transaction Cost refers to all types of costs incurred while making an 'economic exchange', this does not only include the price but also other implicit and explicit costs like negotiating price, time costs, legal fees and others (Baye and Prince, 2013). Transaction Cost helps organizations in Make vs Buy decisions.

Being an integral part of Public Sector, Public Education sector could not remain alienated from these changes in the environment and started to adopt these practices (Christensen, 2011). The idea of New Public Management came with the promise to enhance innovation, efficiency and effectiveness in the public sector based on the assumption that private sector is more efficient; therefore its practices should be adopted.

New practices were adopted by the Public Sector in almost all of its tasks, may it be Education Sector or Health Sector. Therefore, Principles of NPM are reflected in the reforms that took place in Education sector and the literature available on University Governance supports this notion.

New Public Management and University Governance

University Governance refers to the management of universities, the relationship between higher governmental authority and the educational institutions. Along with that, it deals with new forms of accountability and autonomy in public sector universities. It is said that, one aspect of Higher Education reform was the transformation of governmental role of 'controlling to steering'. Steering is 'the externally derived instruments and institutional arrangements which seek to govern organizational and academic behaviors within higher education institutions' (Ferlie, et al, 2008).

Ferlie, et al, (2008) explain the reflection of new public management into University Governance in following ways:

- State acting as a policy guide for universities (steering rather than rowing)
- Economic rationalization of teaching fees
- Competition amongst universities for grants from the state
- Empowerment of Students as Customers
- Introduction of performance related pay mechanisms
- Revision of syllabi keeping in view needs of the industry as well as the county's economy
- Mechanisms for higher accountability and autonomy
- Establishment of governing boards/syndicates for monitoring

Higher Education Reforms and Public Sector Reforms in general advocated 'improved accountability, operating efficiency, cost savings, competitiveness, coordination, and innovativeness' Deaton et al, (2007).

Boundaries for education sector have not been opaque. This sector has been inter-connected due to globalization the most (Marginson and Wende, 2007). The pace of reforms may vary but the broader agenda appears to be similar.

Human Resource Management

'Human Resource Management ensures that human talent is used effectively and efficiently to accomplish organizational goals' (Ackom, 2011). In a study on HRM and corporate performance, Guest et.al (2003) found out that an association exists between relatively higher use of HR practices and firms performance.

Performance Based Compensation

Pay for performance concept gained importance in public sector since the arrival of new public management and is 'theoretically grounded in expectancy theory and reinforcement theory' (Perry et.al, 2009). In light of expectancy theory, an employee would put in more interest and effort if the employee expects that better effort will result in higher rewards (Van Eerde and Thierry, 1996). Whereas, reinforcement theory stands that, an employee will come up the desired behavior (performance) if the behavior is reinforced through pay (Perry, et.al, 2006).

Greiner et al. (1977) concluded that in scenarios where goals were vivid, remuneration was appropriate, plans exist; there performance-related pay results in positive results.

A number of factors exist that lead to motivation in an employee, but as this study addresses Tenure Track System (which is a performance based financial compensation approach), the next section only discusses financial incentives and motivation.

Financial Incentives and Motivation

Quality education is reflected into graduates if the faculty in an academic institution is competitive, highly qualified and have 'exceptionally motivated staff'. Motivation is a key to promote quality education. Some members of a faculty at an institute are inherently motivated, whereas others require some motivation. This motivation can vary from individual to individual in a way that one might be motivated through economic incentives whereas other might be performing duties in the search for self-actualization. Managers of an academic institution must consider these differences while developing mechanisms and polices (Rowley, 1996).

In order to keep the academic staff motivated and affiliated with the institute, in an environment that supports growth and self-actualization Rowley (1996) suggested the following:

- Performance related pay and promotion
- Transparent appraisal and developmental schemes
- Opportunities for growth

Development of management of Human Capital is a challenging task in higher education institutions around the world (Tempus, 2012). Human Resource Management is of high importance in Education Sector. Proper drafting of Human

Resource Policies and their implementation can result in strong organizational commitment.

Research on Human Resource Management in Higher Education Institutions

‘Human Resource Management (HRM) focuses on managing people within the employer-employee relationship. Specifically, it involves the productive use of people in achieving the organization’s strategic business objectives and the satisfaction of individual employee needs’ (Stone, 2002).

Johnson and Kristonis (2007) stated that ‘the most valuable resource in education of students is the quality of the people hired for specific assignment’. In a study on Higher Education Institutions, Patrcik and Sebastian (2012) found out that a significant relationship exists between HRM practices and Organizational Commitment of the teaching faculty. They added that effective and structured HRM practices can attract the best available talent in the market which may include ‘effective recruitment methods and fair chances of internal promotion’ and market competitive pay scales.

Jadoon and Jabeen (2006) argued that HRM practices are important and facilitate implementation of quality systems in order to ensure continuous improvement in the academic environment in any University.

Arif and Hasan (2013) used a mixed strategy to compare HRM practices in private and public sector Higher Education Institutes in Pakistan. They presented that functions covering areas like ‘job definition, training and development, compensation, team work and employees participation’ are meaningfully superior in the public universities than private Institutes.

Idea of Academic Tenure

Tenure was first introduced in academia in 1915. Initial purpose of tenured service was to save members of academia from being exploited and fired anytime. The purpose was to give them protection against unnecessary removal giving them time to use their skills and prove their worth (Sheehe, 1994).

Soon controversies rose and tenure generally had been associated with long term job confirmation rather than something performance linked. Here it does not refer to TTS, in fact ‘The word TTS was adopted by American academic Institutions in 1915 to describe a process whereby teachers kept their positions permanently and were not subject to periodic contract renewals’ (O’Connor and Yanni, 2013). Tenure or permanent Job was taken as a blessing and freedom to do *or* not to do quality work (McPherson and Schapiro, 1999).

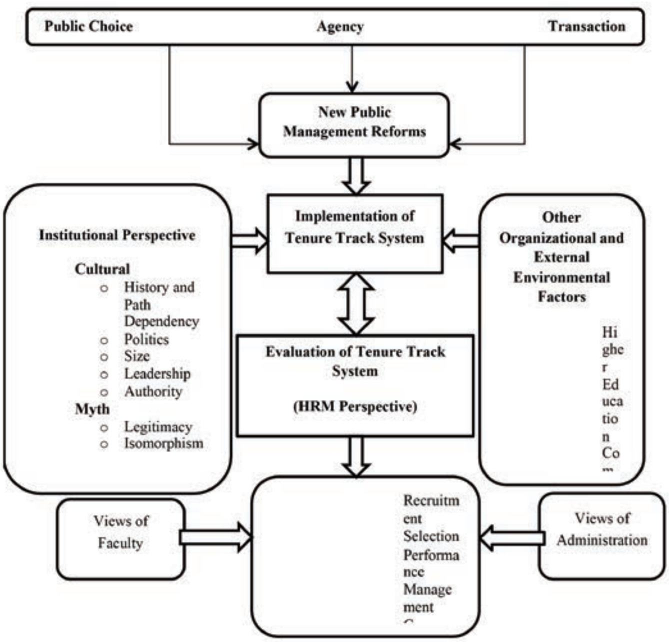
In United States, due to these controversies, Philadelphia College of Textiles and Science, Florida Gulf Coast University, The College of the Ozarks were amongst first few Higher Education Institutions that opted for contract based hiring instead of tenured service. Similarly, some of the Private universities out rightly abolished this system and fired several of its teachers, whereas Public Institutes considered ‘post-tenure review’ mechanism instead of straightaway abolishing this system. Over the years, the result was ‘a system of post-tenure review in which faculty are evaluated every six years, and in which a substandard grade results in a set of specific goals, which, if unmet, could eventually lead to dismissal’ (McPherson and Schapiro, 1999). This was a shift towards the current performance based tenure track system.

According to the study by Jabeen and Khan (2011), tenured mechanism brought various controversies as well in educational institutions in modern nations, therefore instead of blindly applying and adopting this system in Pakistan, it is significant to understand the dynamics of this structure and modify it (if needed) as per local context and needs in order to ensure that it is effective and can contribute to development of Higher Education system in the country in the long run.

Theoretical Framework and Methodology

Theoretical Framework

Figure 1. Tenure Track System Implementation and Evaluation Model



The reforms introduced after the establishment of HEC were aimed at restructuring Pakistan's higher education system in terms of its governance structure as well as curriculum.

Based on the discussion in the previous section of this article, in order to develop a framework that answers the research questions, an Institutional Perspective has been adopted. Scholars including, Christensen et.al (2007), Meyer (1997), Scott (1987), DiMaggio and Powell (1983) and Selznick (1957) have presented good amount of ideas in development of Institutional Perspective. All of these scholars have presented the idea of Institutions and Institutionalism in similar manner and describe well the initiation of a reform and reasons for potential constraints to be experienced by change implementers. Not just the theories or perspectives, but Organizational dynamics have been included in the framework that can influence the implementation of any policy.

The Theoretical Framework has been divided into two parts, the first part caters the Implementation of Tenure Track System i.e. potential variables responsible for challenges being faced by Universities and the latter part intends to evaluate TTS from HRM perspective by using perceptions of stakeholders. In the end, an attempt has been made to integrate the responses from the two parts and answer the key research question and thus highlighting factors that can facilitate the 'Implementation of TTS in view of the HR perspective'.

The Theoretical framework begins with highlighting of introduction of New Public Management idea and its causes. Theories like Public Choice, Agency and Transaction Cost Economics are ones that have influenced NPM and it is because of NPM, reforms in Public Sector were introduced and Higher Education Sector in Pakistan is of no exception to this wave. NPM philosophy is also responsible for implementation of Tenure Track System. According to the aforementioned scholars whenever a reform is introduced or a *Cultural* change is advocated or initiated, resistance is a must phenomenon and there are several reasons for that. As the Organization gets older, certain norms, values and practices get built-into it and as Selznick (1957) says, they get *'Institutionalized'*. These norms, values and behaviors get induced informally into the system of that organization and also the people working in that Organization.

Moreover, over the years an Organization get dependent on its history i.e. *'Path Dependency'* exists and it becomes difficult for an organization to accept any sort of change or reform. As time passes and organizations become

'Institutions with certain things Institutionalized', path dependency becomes stronger and stronger. According to Christensen et.al (2007) following are some of the reasons (variables) that cause serious amount of resistance during implementation of a policy that is synonymous to cultural shift or change:

- Organizational History and Path Dependency
- Politics in the organization
- Size of the Organization
- Role of Leadership
- Authority of University

Christensen et,al (2007) also argue that certain reforms face resistance because of the fact that they are not *contextualized* with respect to local demands and are merely adopted because of being in 'fashion'. They refer this idea as '*Myths*' of 'Recipes'. By Myth Christensen et,al (2007) argue that, many times reforms or any sort of practice gets diffused through various developmental institutions or just because of the fact that they are being implemented in developed countries. Meyer (1997) also concludes that, usually *Efficiency* is not the goal of Organizations or Institutions, at times different practices are adopted or structural changes are made because of an urge to seek *legitimacy* from the Environmental factors such as Governmental Agency or Society. Therefore, the theoretical framework suggests that, issues in implementation of TTS can prevail because of non-contextualization of TTS statutes, urge for legitimacy from HEC or even urge for legitimacy by HEC from the modern world.

Another similar view in this regard is presented by DiMaggio and Powell (1983), which they refer to as *'Isomorphism'*. To them, some recipes are adopted due to three potential reasons; Coercive (after being forced by some authority), Mimetic (Copying prevalent practices) or Normative (something has become a norm in the relevant environment). As per the framework, following are also some factors (variables) that lead to initiation or diffusion of a reform and if not taken care of can cause disruptions and problem in the implementation process:

- Legitimacy
- Environment
- Isomorphism
- Coercive
- Mimetic
- Normative

The second part attempts to evaluate TTS from HRM perspective by exploring views and perceptions of Institutional Stakeholders on the progress of TTS and its statute being implemented in the University. As mentioned in the Introduction and the Literature Review, dimensions of HRM taken are limited to:

- Recruitment
- Selection
- Performance Management
- Compensation and Benefits

Through this theoretical framework, the paper attempts to conduct a holistic review of Tenure Track System in order to bring forward the steps or initiatives important for successful implementation of TTS through observing the environment. Hence HEC has made a huge investment in terms of resources towards the TTS reform, therefore it is significant to have detailed review of the system to avoid wastage of institutional resources.

Research Methodology

On the basis of Theoretical Framework and Literature, in order to identify factors that may obstruct or facilitate implementation of this reform introduced a decade ago, a qualitative approach has been adopted that involves in-depth interviews of the stakeholders and using case study of the University of the Punjab. A Purposive Sampling strategy has been used in order to select the interview subjects. The population frame was taken from the Registrar office of the University involving the major stakeholders. Keeping in view the nature of the study, both primary and secondary sources to data were used. While secondary data include the version of Tenure Track Statute implemented in University of the Punjab-Lahore, amendments made and/or clarifications issued by the decision making bodies or by the HEC, primary data has been derived from the views of the respondents including the Tenure Track Faculty, Non-Tenure Track Faculty, Administration and the worthy Vice-Chancellor of the University. Data from these Primary sources has been collected through Semi-structured Interviews using five instruments developed in the light of Theoretical Framework and Literature. In order to analyze primary and secondary data, Content and Thematic Analysis have been conducted to understand the views of subjects regarding Tenure Track System.

Organizational Overview of the Case: University of the Punjab-Lahore-Pakistan

University of the Punjab (PU) was established in the year 1882 and is the oldest Higher Education Institution in Pakistan. The University offers number of degrees in different disciplines, comprising of 5 Campuses, 13 Faculties, and around 596 affiliated colleges. It has over 793 permanent faculty members over 39,000 on campus students" with an Annual Budget (2013-2014) of Rs. 6.1 Billion (PU website).

Purpose of providing this quantitative information is to give an idea of the organizational history, size and research culture, because all of these are important variables as identified in the framework. PU has a total of 1084 faculty members out of which 424 are PhD's and 660 are non-PhD's. Of the 122 TTS faculty members, 41 are females and 81 are males. In terms of designation, PU has 108 Assistant Professors, no Associate Professor and 12 Professors working under TTS. Tables below further show the distribution of Faculty members in terms that are of interest to this study. The data was taken from PU Fact Book (2012) and from the Office of Deputy Registrar-1 (Academics):

Table No. 2 TTS Faculty Members with respect to Faculty

Faculty	Assistant Professors	Associate Professors	Professors	Total TTS Faculty Members
Arts and Humanities	2	–	1	3
Behavioral and Social Sciences	–	–	–	–
Commerce	1	–	–	1
Economics and Management Sciences	5	–	1	6
Education	–	–	–	–
Engineering and Technology	4	–	–	4
Islamic Studies	1	–	–	1
Law	–	–	–	–
Life Sciences	41	–	6	48
Medicine and Dentistry	–	–	–	–
Oriental Learning	16	–	–	16
Pharmacy	3	–	1	4
Science	35	–	5	40

Source: Data from Registrar Office.

Table No. 3: Tenure Track Funds released to University of the Punjab by HEC (FYs 2005-06 to 2012-13)

	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13
Million (PKR)	-	-	-	55.541	76.169	47.634	65.835	81.19

Source: Data from HEC Website.

Table No. 4 Faculty-Wise Research Publications by University Faculty Members (Dec 2012)

Faculty	Impact Factor	HEC Recognized	Total
Arts and Humanities	–	33	33
Behavioral and Social Sciences	*4*	25	29
Commerce	*11*	52	63
Economics and Management Sciences	*5*	57	62
Education	–	6	6
Engineering and Technology	*25*	10	35
Islamic Studies	*0*	23	23
Law	*0*	0	
Life Sciences	*253*	28	281
Medicine and Dentistry	–	–	–
Oriental Learning	–	46	46
Pharmacy	*11*	–	11
Science	*237*	66	303

Source: PU Fact Book, p.34.

Discussion

The Tables below share the demographic characteristics of the respondents:

Table No. 5 Characteristics of the respondents

Characteristic	Number of Respondents
Gender	**28**
• Females	8
• Males	20
Designation	
• Lecturers	3
• Assistant Professors	11
• Associate Professors	2
• Professors	6
Employment Category	
• Non-TTS Faculty	6
• TTS Faculty	12
• Switch Back Faculty	3
• Administrators	6
• The VC	1

Table No. 6 Experience of the Respondents

Category	Average (Years)
Non-TTS Faculty	12 – 16
TTS Faculty	*Under TTS: 4-6* Academics in General: 10+
Switch Back Faculty	*Under TTS: 1-3* Academics in General: 12+
Administrators (Including Deans/HOD's and The VC)	Administrative Position: 6-8 Academics in General: 22+

On the basis of the key themes that emerged through data collected, in this section the paper attempts to interpret data and answer the research questions in line with the reviewed literature and theoretical framework in order to address the main objectives of this study.

Thematic Analysis and Discussions

Following are the themes that emerged from the data collected.

New Public Management

The foremost theme and idea that emerged not only from the responses but also in literature is that of New Public Management. Towards the end of the previous century (1900's), bureaucracies and public sector was being declared as inefficient and ineffective as far as service delivery and satisfaction of citizens was concerned. In order to counter these failures, private sector type model was being promoted in order to bring best practices of that sector into public sector and hence infuse the idea and exercise of accountability, performance and customer satisfaction into governmental service delivery mechanisms. As discussed in the literature, New Public Management has changed and is still changing the face of public service deliveries.

Reforms that were initiated in the 1980's slowly and steadily affected sectors that were previously called basic public services i.e. Health and Education. Reforms around the globe had their impact on all countries and Pakistan is of no exception to it. Proceedings of Boston Group and Steering Committee on Higher Education all reflect the Principles of New Public Management.

According to the respondents, New Public Management based reforms in Pakistan are an appreciable idea when it promises Quick and Transparent service delivery with increased level of accountability. But at the same time some of them also believe in what Christensen et,al (2007) presented that, reforms are usually not contextualized and indigenous, instead they are merely adopted because of being in 'fashion'. They refer this idea as '*Myths*' of 'Recipes'. By Myth Christensen et,al (2007) argue that, many times reforms or any sort of practice gets diffused through various developmental institutions or just because of the fact that they are being implemented in developed countries.

The other term that can be used here is that of Isomorphism i.e. developing countries like Pakistan are required to adopt some policies in order to seek Legitimacy from the modern world and its developmental institutions and hence without contextualizing the policies and without completely understanding them, we adopt and start implementing them. This unplanned implementation results in various forms of problems due to the high level of resistance being shown by stakeholders.

- ***Accountability and Pay for Performance***

  Talking about Higher Education Reforms that were initiated with the establishment of Higher Education Commission in 2002, Accountability, Pay for Performance and Knowledge driven Economy were amongst the basic principles highlighted in the manifesto and Development Frameworks designed by Higher Education Commission.

  Official aim of HEC is to develop such an education system that contributes to 'socio-economic development of Pakistan'; In order to do so, accountability and performance evaluations are the key criteria. These two terms have not just been new to education sector in Pakistan but also to the Public Sector in general. Probably the fears of evaluation and increased monitoring have led to resistance in change in the working of Public Sector.

- ***Attract highly talented individuals and make teachers free from economic constraints***

  Purpose of TTS was to attract talented individuals who initially were not positive about public sector Universities and preferred serving any private sector organization due to higher compensation systems.

  Moreover, TTS was intended to provide an option to current teachers to opt for a system that pays them almost three times their basic salary and they are free from economic constraints and pressures so that they can focus easily on their basic responsibilities in a more structured and systematic manner.

  According to the respondents the idea presented was good. It would not just relieve teachers from economic pressures but also provide them incentives for conducting research; whether these objectives of TTS were achieved or not, this will be discussed in the latter half of this chapter.

- **University Resources to implement and sustain TTS**

  University of the Punjab's Annual budget for the year (2013-2014) is of Rs. 6.1 Billion and during the last year (2014) HEC provided the University around Rs. 81.19 million in the name of Tenure Track Funds. According to a senior respondent, University of the Punjab's budget is going into deficit, it is getting difficult for the Institute to cater its normal expenses and if TTS funding responsibility is put solely on the University, it can never sustain this system. University it-self does not have enough resources to implement and withstand TTS without the assistance of HEC.

  As a major portion of TTS faculty salaries comes from HEC, another problem that arises is that of ownership. Due to external funding, sometimes the University deals these employees as strangers and also sometimes, these faculty members prefer satisfaction of HEC requisites of publications rather than complying needs of their immediate supervisors or academic departments.

  Other than the financial constraints, faculty members related to Natural Sciences also raised their concern as far as facilities for research are concerned. TTS faculty members require more research publications than BPS faculty when it comes to compensation package. Increased research requires increased research facilities that PU cannot provide in bulk, may it be in terms of research grants or laboratory equipment.

- **HR Challenges being faced by University of the Punjab**

  Following are some of the issues and challenges being faced by PU and are the reasons why implementation of TTS seems to lack the pace it was expected to have:

  - ***Lack of Comprehension of TTS rules and regulations***

    The foremost challenge according to researcher's analysis about data collected is that of Lack of Understanding of Tenure Track Statutes. This issue is associated with not just the administration of the University but also those individuals that are working under this system.

    When the administration would be unclear about the rules of the game, they would not be able to justify their actions and also hold anyone accountable for his or her actions.

Not just the administration, but many of the individuals working under TTS are not fully aware of its regulations, therefore on the face of it, it seems that they only find one interest associated with TTS i.e. monetary benefits and nothing else.

Rules pertaining Selection, Promotion, Research Publications and Technical Reviews are some of the areas where stakeholders lack an understanding.

- ***Totally Research Oriented***
  One of the main aims of introduction of TTS in Higher Education Sector of Pakistan was to encourage faculty members to indulge in research work in greater numbers.

  According to the respondents, TTS is totally research oriented and does not give any weightage to other responsibilities such as Teaching and Administrative tasks i.e. TTS is not Teacher Friendly. It is because of this scenario that, despite encouragement by HEC and University Administration, not many people are moving towards TTS.

- ***Reduced Salary Difference***
  Approximately more than two times Salary was one of the most important and attractive benefits associated with TTS. Over the period of time, TTS salaries have not increased at the same ratio as that of BPS faculty members. Therefore, the special incentive to opt TTS has decreased to some extent especially when we consider the position of Assistant Professor. Major reason why faculty members opted for TTS was the salary difference, therefore when this key advantage will not exist then less people will be attracted to this system.

- ***Strict rules in terms of Probation and Publications***
  Another hindrance in the way of implementation of TTS is the approximately 6 year probationary period. The VC of University of the Punjab also proposed that this 6 year probationary period should be reduced to 4 years.

  Same 6 years probationary period is associated with fresh entrants into academia as well as those who have been working in academic since many years. According to the researchers, probationary period should be different on the basis of past experience, moreover this period should be predetermined in order to ensure transparency and avoid any allegations pertaining to favoritism by award committees.

- **Class Emergence and Employee Relations**
  Purpose of TTS was to introduce a competitive environment in Universities, where performance would lead the way in terms of compensation. But according to the respondents, it has been observed that classes have emerged due to TTS particularly because of the drastic salary differences. Though these salary differences might not be that much when compared to private sector, but within the public sector or within one University issues do exist.

- **Idea of Motivation via Monetary Incentives**
  As highlighted in the Literature, In order to keep the academic staff motivated and affiliated with the institute, in an environment that supports growth and self-actualization Rowley (1996) suggested the following:

  - Performance related pay and promotion.
  - Transparent appraisal and developmental schemes.
  - Opportunities for growth.

  TTS respondents as well as the Vice-Chancellor appreciated the idea of Motivation through increased remuneration or Monetary Incentives. Non-TTS faculty members argue that, what special work is done by TTS faculty and how much are they motivated through these incentives, research is done by BPS faculty also, they also present work at conferences and seminars.

  One can conclude that monetary incentives play crucial role in motivating individuals but this phenomenon cannot be taken as sole and universal. Maslow's, Herzberg's, Vroom's, Adams and Skinner's theories all provide different explanation or a different perspective when it comes to an individual's motivation for doing any work.

  Every individuals need for motivation is likely to be different, but generally speaking, financial incentives are the most powerful factor in this regard (Gerhart, et.al, 2004).

- **Internal vs External Evaluation**
  Currently, internally formulated Technical Review Committees (TRC's) are responsible for conducting performance reviews of TTS faculty members. University of the Punjab created these committees very late and still there are departments where

such committees are either not formed or are dysfunctional. Lately, due to the pressure of TTS faculty members and in order to comply with HEC requirements and upcoming review date (June 2014) some departments are setting up these committees on urgent basis. Interestingly, first probationary review was actually not conducted, as no such committees existed and everyone's name was sent to HEC for approval for continuation of second term of Probation in approximately 2011.

The responses obtained regarding this theme are both having strong support. Firstly, the administrative view: Administration seems right when they argue that they are responsible for performance of the University and also its employees. Despite the fact that TTS is a HEC sponsored system but the faculty is working under University and is serving university, and the people whom you are serving and the people with whom you are related to i.e. your peers and your supervisors, they can be best judges of your performance and conduct in the organization. Moreover, sometimes ends do not justify means, what if the candidate has fulfilled all publication requirements on one hand and on the other hand the individual is involved in negative activities in the department such as ignoring teaching responsibilities, using students and resource merely for conducting research; these things cannot be judged by an external reviewer.

Furthermore, the view presented in favor of justification of external review by TTS faculty members is based on the idea of conflict of interest. According to a notification of HEC, after 2014, administrative positions are to be taken by Tenured Faculty members only therefore; TTS faculty argues that due to this scenario there evaluation is not likely to be fair as they soon will be challenging those currently in such positions.

Both of the arguments seem to hold their grounds well, favoritism and political affiliations are also key determinants when it comes to evaluations and reviews not just in this University but Public Sector in general which of course should be discouraged and does not have any justification.

- **Existence of a Dual System**
  Whenever two systems prevail for one purpose, differences and conflicts are likely to arise. In an already polarized Institute or Society two parallel systems would add to problems and differences between stakeholders and lead to formation of more interest groups and coalitions. A large majority of the respondents agreed that one Employee Management system should prevail. A hybrid of two programs has been suggested, a system that has salary of TTS and Job Security of BPS would be ideal.

Despite sounding a good idea and a solution to many problems, it does not seem to be applicable. The spirit of pay for performance and performance based compensations system would be lost. Yes, Job Security is a serious challenge associated with TTS which can be addressed, but such a hybrid system will bring everything to where it was 7-8 years ago. Moreover, if TTS remunerations are integrated into BPS, University Budgets shall be adversely affected and practically it would not be possible either for HEC or for the University to sustain such a system and keep generating huge amounts of resources at least with the current fee structure.

- **Role of HEC in implementation of TTS**

  Higher Education Commission of Pakistan has been encouraging Universities all around the country for compelling and motivating more and more of faculty members to be opting TTS instead of BPS. One reason is a fact that, HEC is a governmental tool that wishes to ensure governments in the long run are not burdened by millions of rupees in terms of Pensions and Post - Retirement benefits.

  In order to encourage more and more TTS hiring's, HEC now discourages hiring of Assistant Professors and Fresh PHD's on BPS. What HEC is doing is that it is providing funds, making few rules and that's it. It rarely is involved in consultation with stakeholders.

  Moreover, TTS faculty is also critical of the role of HEC (it disappears after a notification). HEC encourages propagation of this system but when it comes to resolving issues of TTS faculty or working on hearing their grievances HEC puts the responsibility on University Administration whereas, when the aggrieved party goes to Administration, they put the blame on HEC i.e. lack of funds or lack of clarity on part of TTS rules and regulations.

- **Human Resource Management under TTS**

  Prime objective of this study was to explore Human Resource Management as guided by TTS statutes and evaluate this system using views of stakeholders within University of the Punjab regarding HRM under TTS. In order to keep things structured, as done earlier, each of the selected Human Resource Management function has been discussed below:

  - **Recruitment**

    Recruitment is basically about attracting more and more individuals to apply for a certain position on order to make sure a vast pool is generated from where best possible resource is selected. Majority of the respondents were not aware of the difference between recruitment and selection function. In fact these two words were being used synonymously at times.

But generally analyzing, recruitment under TTS seems to be fair enough, reason being the fact that any scholar holding a Ph.D. is eligible to apply on TTS no matter which discipline he or she belongs to, may they be direct entrants or currently BPS teachers willing to switch over to TTS.

With an increase in number of Ph.D.'s gradually, potential market for TTS seems to be in appropriate numbers.

- **Selection**

  The process of selection has been declared fair by the respondents as far as particularly the position of an Assistant Professor is concerned. From the views of respondents, it is vivid that any eligible candidate, who wishes to join the University, is awarded TTS without any delay for the position of an Assistant Professor. But when it comes to relatively higher positions such as that of an Associate Professor or particularly Professor, decisions are influenced or even made of personal likes and dislikes or political affiliations of the decision makers in Selection Committees.

  One basic reason for this apparently unfair treatment is Budget, but more importantly as highlighted by a couple of respondents, is that Assistant Professors are less likely to become part of Power Structure in an organization, whereas Professors are likely to be key members of power structures, therefore in order to maintain the status quo and ones self-interests, trend of awarding TTS or even advertising regular BPS posts for higher positions is not seen. As mentioned earlier, in University of the Punjab, out of a total of 122 faculty members working under TTS, 108 are Assistant Professors, none is an Associate Professor and only 14 are Professors.

- **Performance Management**

  For any Job or even a policy, review, appraisal and evaluation are vital. Until and unless reviews or evaluations are not conducted, status of objectives of an investment cannot be brought to forefront and adjustments cannot be made if a fallacy or need for improvement exists.

  Debate regarding Internal vs External review/evaluation has already been made in the first half of this chapter, where some reservations were shared by respondents regarding the role and structure of Technical Review

Committees. Moreover, earlier absence of TRC's has also been discussed and the need for their effective working has been already stressed. Furthermore, the accumulation of one's probationary service/experience (for Promotion) as Assistant Professor when a person wishes to move to the position of Associate Professor or Professor has been also discussed. Many individuals remain under TTS till they become eligible for senior positions, and make arrangement in order to switch to BPS for relatively much quicker promotion instead of spending 6 years again under probation to become a tenured Associate Professor or Professor.

Now moving on to the other chief aspect of Performance Management i.e. Publications criteria, very important responses were obtained that require serious attention. Publication numbers and Impact Factor (IF) are the most important elements of TTS as research is not only a key criterion for promotion but also for yearly reviews, increments and end of probation evaluation and these issues are among prominent factors that apparently discourage academicians for opting Tenure Track System.

Serious reservations exist among Faculty members (Both TTS and non-TTS) regarding the IF criteria under TTS especially with respect to Social Sciences. Majority of the respondents from social sciences raised their concern regarding IF requirement. Respondents from one of the departments under Faculty of Arts and Humanities pointed out that, they are not able to meet IF criteria easily, not because the quality of their work does not meet international standards, but due to the fact that very few IF journals related to their discipline exist and they have to wait for around 3 years to get their research work published despite its in-time acceptance.

Another serious flaw in TTS statute was identified by Faculty members related to Languages. On one hand, under TTS (not under BPS), faculty members from Languages require publications in at least X-Category Journals for fulfilling certain requirement, whereas on the other hand, all Journals have been categorized or declared as Z-Category by Higher Education Commission of Pakistan. In such a scenario or a discrepancy in rules, an Assistant Professor shall remain an Assistant Professor ever under TTS.

This clearly shows that no focused and intense analysis was done when TTS was being formulated and model statute was being adopted from University of New Mexico.

When such issues will prevail, it would be difficult for faculty members to fulfill publications requirements. Moreover, TTS encourages International Publications and awards more points for IF publication, on the face of it, this idea sounds good in a way that work from Pakistan will be highlighted in International Audience; but if all high quality research papers will be published in International Journals, how will quality of Pakistani HEC recognized (Local) Journals be upgraded?

Since a lot of focus in TTS was placed on research Review and Evaluation Performa used for TTS does not give due weightage to (teaching) any courses taken or any administrative responsibility held by faculty members. No matter which level has an individual taught (Undergraduate or Post-Graduate), no matter how many course has that teacher undertaken. TTS focuses entirely on Research Work and ignores this basic aspect associated with a University teacher or in fact any teacher when it comes to Performance Evaluation.

To conclude discussion on this section, IF publication is a concern for Social Scientists and Lack of Research Facilities has been declared a concern by Natural Scientists, whereas absence of any weightage of Teaching and Administrative Responsibilities have been unanimously criticized by all Faculty Members and Administrators in terms of Performance Management under TTS.

- **Compensation and Benefits**

  Compensation and Benefits function associated with Tenure Track System is the most important part of this system and is responsible for attracting people and encouraging them to opt for this alternate system in Public Sector Universities. Two to Three times higher remuneration is the key factor linked with TTS.

  But an absence of post-retirement benefits is regarded as a vital element missing in TTS. According to a respondent, we do not have a saving culture in Pakistan (right or wrong is another debate) therefore, Pensions and Gratuities are desired by everyone and have always been integrated in Government Jobs.

  Broadly talking about this absence of pensions and other post-retirement benefits in terms of New Public Management other than the philosophy of inducing a Performance Oriented Culture in Public Sector, reduction in government expenditure under heads of pensions and other benefits is also an aim of this new face of public management and TTS fits into these two principles in general.

Other than initiation of Pension, another proposal that was put forward by Faculty members was about Gratuity. Under TTS, Gratuity is paid with the final months' salary i.e. at the end of the year. Respondents are of the view that, instead of Gratuity being paid to TTS faculty members, it should be saved by the University itself and paid at the end of the tenure or expiry of the contract in case the individual is not tenured.

A counter view to this proposal is that, there are many schemes in financial institutions in Pakistan that offer well-structured retirement and saving plans, an individual can always go for them. But lack of knowledge and mistrust in mechanism of such organization seems to hinder decision of masses in investing in these plans.

Talking about increments**,** the paper suggests that these seem to be appropriately placed and designed under TTS. As Pay for Performance or Performance is the true spirit associated with TTS, yearly increments should remain as they are and must be done on the basis of yearly performance; because if this element is modified, the real intention of basic purpose of TTS shall become ambiguous.

Furthermore, it was suggested that TTS Salaries should be increased every year in the same way they are done for BPS faculty. Proposal is basically to link Salary increase Federal Budget's Salary raises. TTS salaries were not increased for few years and then due to the pressure of TTS faculty members, a one-time 30% increase was done, instead of such a practice, tying the increase with governmental budget increase seems to be a justified idea.

Lastly, concluding discussion on Compensation and Benefits function under this alternate system, another demand that seems to be justified to some extent is that TTS faculty members should be compensated for any extra work they do i.e. any administrative responsibility they under take or any self-support classes they teach. Initially this was not allowed under TTS, but currently, TTS faculty members can take Self-Support classes up to 70% of their regular work load.

Conclusion

New Public Management Ideology based reforms influenced public sector all around the world. The tool used through which these structural reforms were advocated includes 'Myth' developed by world renowned Developmental Institutions in the name of Best Practices as implemented in the developed countries.

Higher Education Reforms in Pakistan that began drastically in 2000’s were also a result of this fundamental shift in the role of state. These reforms came up with the promise of inculcating values of Efficiency and Accountability into the Public Sector Higher Education System through Governance, Curriculum and Fiscal related reforms as highlighted in the policy documents of Higher Education Commission.

University of the Punjab started implementing this system in 2008 when the first batch of TTS faculty was inducted. University of the Punjab is the largest Public Sector Higher Education Institution in Pakistan and is highly recognized around the globe. PU was selected for this study.

Higher Education Commission intends to continue and promote Tenure Track System as an alternate to Basic Pay Scale system, and the basic objectives attached to it seem encouraging i.e. Pay for Performance and Promotion of Research activities, but there are areas that require improvement or adjustment. Addressing these areas and considering recommendations of this study can help in relatively smoother implementation of this system. A comprehensive review is required as far as rules and regulations of TTS regarding Human Resource Management are concerned.

Developing a policy that is perfect and free from critique is rarely possible and furthermore ensuring its smooth implementation is a challenge especially when the values of the policy are different than the values of those stakeholders who will be affected by it or will be dealing it. Therefore, present paper postulated on TTS being one of such policies for evaluation in the specific context of Public Sector Universities in Pakistan, using University of the Punjab as a case in point.

Recommendations

The main objective of this study was to evaluate tenure track system from Human Resource Management Perspective. Therefore, in light of findings of the study, the following recommendations are made towards facilitation and effective implementation of Tenure Track System in Higher Education Institutions of Pakistan and these may help in resolution of issues pertaining to Faculty Members regarding TTS as an alternate to BPS system:

- Hiring of Senior Faculty positions on TTS should be encouraged, so that TTS holders become members of the Power Structure and their ownership and say towards the Tenure Track System is increased.

- At present the probationary period under TTS is six (6) years, which increases the uncertainty associated with this system i.e. whether or not faculty member will be tenured or not at the end of this period. Therefore, this probationary duration should be reduced from six (6) to four (4) years in order to decrease the uncertainty.

- Performance Review Criteria should be reformulated i.e. Teaching and Administrative duties should be given weightage in TTS evaluation in order to ensure that quality of teaching is not be compromised.

- Since TTS is a new system in higher education institutions of Pakistan, proper understanding of it needs to be developed among the stakeholders and adequate training of the evaluation committee members need to be ensured.

- Evaluation should continue to be internal with the help of Technical Review Committees. At present such committees are not functional in certain departments/institutions. These committees should be formed on priority basis and made functional across departments/institutions for effective implementation of the system.

- In order to get promoted to (TTS) Associate Professor (or Professor) and get Tenured, an Assistant Professor requires to enter the probation process again and his or her service on previous position is not considered, therefore years in services should be calculated in accumulated form.

- Salary increase should be tied with Federal or Provincial Budget Salary increase.

- Pensions and Gratuity Should be made part of TTS.

- A culture of trust, assistance and cooperation need to be promoted to support faculty members working under the new system and remove mistrust if any among the members working under BPS for improved public relations in the organization.

- Besides the above:

- An organized comprehensive Orientation should be done by HEC, in order to inform Faculty Members and Administrators in all Universities about what Tenure Track System really is and especially what are its rules and how are they likely to affect an individual's career and train them on how evaluation should be conducted.

- Grey Areas in TTS should be resolved in order to increase Transparency such as Publication Requirement and Journal Availability dilemma.

- Increased Budget and Autonomy should be given to Universities.

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Reproductive Health Training of Trainers and Students Basic Requirement of Today

Rizwana Amin* and Akhlas Ahmed**

The concept of empowerment has been criticized for several reasons including its multiple and a sometimes contradictory definition, its focus on individual-level approaches to implementing empowerment interventions and its failure to address the issues associated with the power of patriarchy. When women's empowerment is discussed in the psychology literature on the developing world, the focus is on sex-trade, no doubt an important issue. However, more widespread in developing countries is the health disparity among women and children. The research follows a thematic analysis approach which allows the researcher to identify different themes from the literature reviewed, and compile the understanding under each theme. This method allows for the understandings and compilation of important information in a comprehensive manner saving time and cost in reviewing information. The research follows the Qualitative inquiry method and focuses on the Ethnographical approach as low income women are studied as a specific culture. Ethnography is a type of social science research that investigates the practices and life of a community, by becoming one of its members. As a result, the social context and life situation of women mediates the relationship between empowerment and health. There are situations in which woman can manifest behaviors that indicate increased empowerment and others where they cannot and if they do, the consequences may be negative.

Keywords: *Empowerment, Freedom, Education*

Introduction

Overview

The development efforts of the 1950s and 1960s that targeted low- and middle-income countries (LMICs) sought to enhance the lives of both men and

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women, but it quickly became clear that in patriarchal contexts, women were not sharing equally in the benefits of these programmers (Cohn, Wood, & Haag, 1981; Escobar, 1995; Sen, 1988).Programmed initiated in the 1960s focused more on women as child bearers and nurturers but did little to enhance women's status, development and access to development initiatives (Leslie, 1992; Marieskind, 1975). In the 1980s, activists challenged the male dominated, pro-natal orientation of many health and development programmers for their failure to incorporate women's rights, voices and participation (Eisenstein, 2009; Elliot,2008) and stressed the need for women's empowerment.

The household is generally defined as a kind of social grouping of people who live together and share common food and shelter and produce and reproduce for the common benefit of all members of the household (Crehan, cited in Bernstein et al: 1992). Households may differ in forms (such as single, joint and female headed household) in different parts of the world according to marital practice, inheritance rules and kinship pattern. However, most of the household are based on some kind of kinship relation, because kinship is fundamental to social relations (Brydon and Chant: 1989).

The concept of empowerment has been criticized for several reasons including its multiple and a sometimes contradictory definition, its focus on individual-level approaches to implementing empowerment interventions and its failure to address the issues associated with the power of patriarchy. Nonetheless, regardless of the critiques, the implementation of empowerment programmers and interventions became widespread as the concept of empowerment became inextricability linked to women's well-being and has been accepted as a necessary pathway to women's overall development (Grownet al., 2005; Sen, 1988).While most research associates higher levels of empowerment with better health and social outcomes, critical scholars have re-examined this widely held position (Parpart,Rai, & Staudt, 2002; Rocca, Rathod, Falle, Pande, & Krishnan, 2009). In this paper, we use a case study, drawn from low-income communities in Mumbai, to address this question. We explore whether, and to what extent, context and situation shape women's expressions of empowerment and under what circumstances empowerment leads to positive or negative health and other consequences and outcomes for women. We argue that a globally defined empowerment measure for women may be less useful than one that is contextually defined.

Research Problem

Women health has been mostly ignored in Pakistan and not much effort has been done in the rular area to create awairness. This research will focus on sheding light on the importance of reproductive health training of trainers and students which is a basic requirement of today.

Significance of Research

This research will benefit women at large, and will educate people, and policy makers to help women help them selves.

Research Objectives

1. To understand restricting women empowerment
2. To identify what women feel when not empowered

Literature Review

When women's empowerment is discussed in the psychology literature on the developing world, the focus is on sex-trade, no doubt an important issue. However, more widespread in developing countries is the health disparity among women and children. Those countries that have highly gendered societies with women in subservient roles also have higher rates of mortality, infectious and parasitic disease, gynecological infection, child malnutrition, and lower rates of prenatal care, child health and immunizations for children(Koenen, Lincoln, & Appleton, 2006; Varkey, Kureshi, & Lesnick, 2010). Parasitic diseases and the conditions that lead to them are the leading cause of death of women and children worldwide. These diseases are preventable in two ways. Either women who are charged with the health of the family can be taught to treat their water, clean their latrine, and bury their garbage or the larger community and the government can provide the necessary water treatment, sanitation, and garbage disposal to rectify these conditions.

When governments are too poor, too corrupt, or too totalitarian to provide for their citizens, conditions continue without outside assistance, impacting women and children the most. Also, in societies where women are subservient, it is the women who step forward to deal with these problems. An effective way to reduce the hegemony of outsiders who barely have grasped on the culture is the "train-the-trainer" model. When we use indigenous women to train other women in their homes, we collude with a regime that refuses to provide for its people, and we say to them it is your responsibility to keep your family healthy without the purchasing or decision-making power to-do so. When we tell women that if they eat right during pregnancy and lactation, their baby will be healthier, without consideration for social norms that mandate the order of food distribution within an impoverished patriarchal family, we ask the woman to force a change in social norms in order to responsibly care for her baby. Inkhorn and Whittle (2001) suggest that women in the developing world live under the simultaneity of oppressive forces. We must examine interwoven oppressions that, under the guise of industrialized progress, actively exploit women. In generating, building, or testing models of health behavior change in developing countries, it is incumbent on researchers, trainers, and practitioners to consider the simultaneous oppressions that women face and the unintended consequences that emerge.

Perhaps the lack of attention to the empowerment of women is responsible at least in part forth lack of successfully sustainable interventions. The use of community health workers is not going to go away. In the Geneva Convention, WHO (2006) stated that “at least 4.3 million additional health care workers will be required by 2015 to meet the Millennium Development Goals. Stotsky (2006a, 2006b) suggests that the International Monetary Fund (IMF) take into account gender inequity because of its relationship to the health of a populace when creating fiscal policies. Reproductive, maternal, and child health outcomes improve as long as community-wide improvement in the status of women occurs in conjunction with individual empowerment (Gubhaju & Matthews, 2009). In a study of 75 nations, those countries with the lowest rates of women’s empowerment demonstrated significantly greater infant mortality, women’s mortality, and higher fertility rates coupled with low birth rates (Varkey et al., 2010).

Research consistently demonstrates the correlation between women’s empowerment, health and lower mortality. Culturally normed gender differences are a major factor in health behavior. Community-based norms are more influential than individual behaviors in improving the health status of women (Gubhaju & Matthews, 2009). Women’s (lack of) empowerment manifests in dynamic, immediate daily life, and goes far beyond a static concept of women’s status (Dixon-Mueller, 2003). Education for women does not lead to empowerment unless it also leads to employment and decision-making power (Gubhaju & Matthews, 2009). In Vietnam, women have low education levels and low-equity conditions. Malhotra, Schuler, and Boender (2002) suggest three criteria as indicators of empowerment, a) women’s ability to make decisions regarding household expenditure) women’s ability to make decisions on reproduction, and c) women’s ability to engage in economic and political activities inside and outside the home.

Governmental Power

We collude with the government in that we are shifting responsibility for basic human needs, such as clean water, to women in the household. Our collusion conforms to the conclusions voiced in the interviews in which people saw the conditions as their responsibility. In fact, many governments provide these basic necessities for their people. Deconstructing these complex dynamics of attribution, the people's perception is that the government has ultimate control over solutions and should act, but people have the responsibility of acting, although poverty and other social limits stop them. Our model colludes with this perception. Is this collusion necessary? Communiqués prior to admission to the country warned us not to speak against the government. Evidence of the totalitarian state is pervasive in policies and in practice, and government controls are highly visible. Currently, the authoritarian local government is promoting a greater focus on health and encouraging the hamlet leaders to comply. In our qualitative interviews, many people thought the problems would be solved if the government "propagandized" enough to make behavior change. Even if change in health practices occurs, can it be considered empowerment when the efforts are "propagandized" as the villagers would call it? It is our belief that we collude with a government that is not providing adequate services, and we must do so in order to be there. We are assuming that any influences better than no influence. Yet we do not completely collude. In a village that has very few visits from outsiders, our presence is always attention-getting, as the primary researcher bringing mostly female doctoral students to the village.

There are two dramatic impacts of our presence: they see independent, educated women who are free to learn, travel, and work and they see how the various ancestries of my students—many of whom are second generation immigrants themselves, several from Southeast Asia—are integrated into the research team. Through role modeling, we demonstrate women's empowerment. Many of the workshops we teach there is co-ed, and we model and facilitate egalitarian interactions among the males and females. We have openly discussed how much we learn in our culture when we hear the views of both genders and promote this as a norm within the learning experience. We challenge oppression with the content we teach to both men and women: participating in problem-identification and solution-finding; collaborative problem solving, and consensus gaining is empowering to both. Thus, we are teaching skills that lead to empowerment of a people, even while conforming to the gendered roles.

We position the women in each household as having more knowledge than their husbands on these family health issues. This approach is consistent with the cultural norm attributing household and health care to the women, yet it empowers women with additional knowledge to counteract the imbalance in power, and solicits the men through village leaders to make purchasing decisions based on the health information provided by their wives. Women do not have purchasing power in the household budget. In countries where women do make decisions on expenditure, more money is spent on children's health (Bruce, Lloyd, & Leonard, 1995). In the village both gender norms and poverty prevent adequate expenditure on products that will lead to long-term health (i.e., soap, chlorine to treat water, and health care).

Training of males in the regard

By training the village leaders (all males) in the material the women learn, and by encouraging these leaders to teach the men, we hope that families will spend what is necessary for a minimum level of health. We have applied behavioral economics to analyze and train the people in a cost/benefits analysis of expenditures on health. Interventions in these societies that focused on training males as well as females about the nutritional needs of the family led to better nutrition for pregnant and lactating mothers with subsequent improvement in their child's health, while interventions focusing on women only demonstrated no such results (Bruce et al., 1995). We feel that if the men are elevated in their knowledge and status as exemplars in the community, there will be a greater need for them to work with their wives for a healthy family. We are therefore engaging in a manipulative practice to influence the cultural gender balance within the home and the norms within the community, lever aging their image consciousness. We are educating, providing temporary income, awarding status, modeling empowerment, and introducing participatory problem-solving to the women in the village. Yet we are colluding with the government. Nothing is clear-cut. Employment and Fiduciary Decision-Making Power Rural Vietnam is in transition.

Historically, women and men worked together in agriculture, with both contributing to the survival of the family, as in most agrarian societies. Women still work in the fields, yet the men are considered the "farmers." This attribution makes it appear that the men are engaged in outside employment, and that the women's work is assisting them; in fact, the women do the farming. Women are seen as responsible for household and child-care, both unpaid labor. To put food on the table, women tend the household gardens well as the communal fields. The perspective is that women do not earn money. However, women in rural Vietnam also catch fish to eat and sell. They sell their excess garden products at local markets. And in the evening, they weave fishing nets, all of which generate an income. Their paid labor is ignored. The families must give two-thirds of their rice to the government for export in exchange for the use of the land; one third is kept to feed the family.

Thus, there is an arbitrary distinction between men's and women's work. The socially constructed perception is that women cannot survive on their own. The reality is that women are doing the rice-farming, as well as acquiring and selling garden vegetables, nets and fish; the difficulty in survivalist imposed by institutional structures that maintain the poverty. The Dragonflies Project colludes with this myth of women's unpaid employment. Despite paying the women for a few months to conduct this research, they must return to their lives with the possibility of continuing the work on their own as volunteers. Just as in America prior to the Women's Movement, women's efforts in Vietnam are considered inherent to their roles as nurturers rather than positions warranting payment and status. The use of women as community health workers was popularized in the developing world in the 1970s. Governments worldwide have become reliant on women to supplement their inadequate health care systems (Gilbin, 1989). Malhotraand Mather (1997) suggests this practice is inherently colonizing, by fixating women's identities at low levels in contrast to professionals.

It is doubtful that women have the power to refuse, especially since their positions were assigned by the Chairman of the Commune. They also do not possess the power to aspire to more professional roles, such as nurse or physician, given the lack of educational opportunities for girls, the complete void of adult education, and their roles in family life. However, the women operating as health advocates in the Dragonflies Project gain in status through their training and work. They are paid as high as the village leaders for their work, thus placing the community health worker status on a par with them.

An inherent hegemony

An inherent hegemony is involved as we are facilitating a shift towards prevention, defining what constitutes health, and providing information on the relationship between health and unseen predators (i.e., germs and bacteria).As each training session occurs, we assess the families and analyze which constructs are predictive and which are not, thus testing and refining the model to fit the culture as we go. To date, self-efficacy appears to be essential, and social desirability appears to be a strong motivator although not predictive (Petersen et al., 2012). Consideration of context is critical to sustainability and to the empowerment of women. We are doing this by conducting cost/time analysis on water treatment (ibid 2012). This is the first application of bottom-up strategies (behavioral economics) to identify water treatments that truly fit the current conditions and values in a culture. When both males and females live within oppressive structures, they join together, especially within families. For analysis of this dimension of interlocking oppressions, we turn to the African American

Feminist writers (Dill, 1983) who maintained the ideological commitment to addressing themes indivisible. The Dragonflies Project borrows this view of multiple structures of oppression. Ideally, to address interlocking oppressions, we would have to encourage the people to identify their various oppressions and address them in unison. Yet, oppressions cannot be addressed openly without incurring a reaction from both the government and males, leaving women in an untenable situation. We have learned from the Black Feminists that these oppressions cannot be prioritized and addressed independently (Dill, 1983). Dualistic thinking divides, conquers, and dissipates the strength of each of the sub-groups of oppressed parties, leading to separatist solutions, when their cooperation is essential.

Oppression in the minds

While keeping the interlocking oppressions in mind, the concrete realities must be addressed by the project. These practical considerations include: deciphering how much leeway a woman has to define her time, defining for herself the meaning of the new role imposed by the project, determining her actions in response to resistance to change that is inevitable. Important tithe project will be the attitude and methods a woman uses to propagandize, to advocate, to influence, or to invite changes. How much do we adopt the hegemony of the cultural expectations of a top-down model and how much do we advocate and train for a participatory approach? The ideas, beliefs and hopes that underlie the participatory approach become conscious for some of the health advocates and they respond very positively. However, there are many who do not seem to notice, appreciate, or use the concept of participatory approaches.

Empowerment and health among Pakistani women Several factors contribute to Pakistani women's relative lack of empowerment including the patriarchal nature of Pakistani society, constrained mobility, limited work opportunities, and low levels of social, political and economic participation (Hashemi, Schuler, & Riley,1996; Kantor, 2003). Lack of empowerment results in negative consequences such as poor health, disparities in allocation of household resources, medical care and education, and increased burden of strenuous physical tasks (Velkoff and Adlakha, 1998). According to Patel et al. (2006), gender disadvantage is the main determinant of the poor health status of many Pakistani women. A variety of symptoms and syndromes among Pakistani women in low-income rural and urban communities have been described in the literature as contributing to women's negative health status. Ten shun (derived from the English word 'tension'), for example, is a culturally defined health problem associated with high levels of poverty, low education, excessive household chores, husband's alcoholism, low empowerment, domestic violence and marital difficulties (Patel & Ooman, 1999; Ramasubban & Rishyasringa, 2001).

Similar syndrome is kamjori, which includes a wide range of general bodily complaints such as pain related to menses, pain in joints (hands and legs), dizziness, loss of appetite and chronic fatigue (Kostick et al., 2010; Nichter, 1989). The most common physical symptom that women present to health care providers is safed pani ('white water') or vaginal discharge, which has been associated with psychosocial problems and negative life situations (Kostick et al., 2010; Patel, Rodrigues, & de Souza, 2002). Ten shun, kamjori and safed pani are associated with gender-based inequalities, social burdens and pressures, related low self-esteem, and low levels of empowerment (Jejeebhoy & Koeni, 20033; Patel & Ooman, 1999).Many studies have associated higher levels of empowerment with positive reproductive health outcomes (Beagle, Frankenberg, & Thomas, 1998; Hindan, 2000; Tula Dhār, Khanal, Lila, Ghimire, & Onta, 2013; Wolff, Blanc, & Gage, 2000). Women's greater degree of autonomy and gender equity are seen as playing an important role in shaping their ability to manage fertility as well as the health and development of children (Bloom, Wypij, & Gupta, 2001; Shroff, Griffiths, Adair, Suchindran, & Bentley, 2009).

Social status of women in the society

The social status of Pakistani women is, in part, determined by the ability to have children (Mehta & Kapadia, 2008).Married women are defined and judged in relation to dominant family norms and associated gender ideologies, especially the ability to become mothers. A woman's pregnancy affords her an opportunity to gain status within the household and thus may contribute to higher levels of empowerment through the duration of her pregnancy. On the other hand, higher levels of empowerment can also be associated with negative outcomes. For example, in examining domestic violence and its relationship with empowerment, Rocca et al. (2009) found that women in south Pakistan who participated more actively in social groups, vocational training or employment opportunities were more likely to experience domestic violence. They argue that efforts to empower women may have unintended negative consequences, such as domestic violence (Rocca et al., 2009), which in turn has negative implications for the health of women (Tula Dhār et al., 2013).This paper will examine the relationship between empowerment, women's self-reported general health status and women's self-reported health during pregnancy in low income communities in Mumbai. General health refers to health problems and health status that occur outside of pregnancy or delivery. Pregnancy-related health refers to women's self-reported problems during the perinatal period. We propose that the level of empowerment will vary with respect to general versus perinatal health. We hypothesis that empowerment will be higher and reported health problems will be lower during pregnancy and that the converse will be true for women who are not pregnant.

Methodology

The research follows a thematic analysis approach which allows the researcher to identify different themes from the literature reviewed, and compile the understanding under each theme. This method allows for the understandings and compilation of important information in a comprehensive manner saving time and cost in reviewing information. A number of literatures were reviewed and a systematic review of the literature was done to identify the various themes. The themes were then uses as the broader category for explaining the information reviewed during the literature gathering.

Research Method

The research follows the Qualitative inquiry method and focuses on the Ethnographical approach as low income women are studied as a specific culture. Ethnography is a type of social science research that investigates the practices and life of a community, by becoming one of its members. It is based on learning about a context and the people living in it, by understanding their values, needs and vocabulary. It requires faithful reporting of what is experienced or observed, avoiding any interpretation or evaluation as far as possible.

Within the field of experience design, ethnography or video ethnography are methods used to capture human behaviour in the context of the person's natural environment, as a means of gaining insights about people's behaviours and unarticulated motivations, drivers, needs, in order to create innovative solutions.

Design ethnography helps answer questions like what is necessary to innovate with success; what are the key social actors and roles to take into account; and which are the limiting factors?

Educated observation and participation are the main methods that enable our team to understand user requirements and context of use.

Inclusion and exclusion criteria

Only literature from the last 15 years was considered for the study, assuring recent information and higher credibility of the information presented. It was made sure that only reputable journals be referred to with an impact factor of at least 1. All other papers and journals were included in the exclusion criteria.

Triangulation and reliability

Data reliability was assured using the triangulation approach in which information was gathered from a number for different sources and matched to see if all sources had elicited similar information.

Analysis of Data

The qualitative data collected via literature review was analyses using the a coding, sorting sifting process in which text was reviewed and identified as important codes which were later combined under different categories, and explained in light of the overall literature. Sifting allowed for the removing of irrelevant information from the analysis.

Analysis/ Results

Thematic Analysis

The research uses a thematic analysis approach which allows the researcher to identify different themes from the literature reviewed, and compile the understanding under each theme. This method allows for the understandings and compilation of important information in a comprehensive manner saving time and cost in reviewing information.

Empowerment

Three themes related to empowerment were evident in both the qualitative and quantitative data. The first theme, control over body, included several questions related to ability to refuse sex, their duty to have sex, and if they would fight back or seek help in the event they were being physically beaten by their husband. The second, control over decisions/finances, included women's participation in terms of saving money or purchasing goods for the household. The third, access to community/mobility, included statements on ability to access resources and services outside their home. Control over body Women expressed a lack of control over their bodies when they had to give into their husbands' demands for sex in spite of their desire not to have sex:

> *But I cannot say no to my husband if he wants to have sex…if I say no to him sometimes, then he really forces me to do sex. I also understand that if I say no to him then he might get involved into some other activities [going to be with another woman]. (25-year-old woman, 3 children)*

Women described contextual factors that allowed them to have more control over their bodies regarding when and how often to have sex including being pregnant, menstruating and the presence of children and/or family members (frequently in the same room).Privacy also played a role in the frequency and nature of sex:

> *As long as we were sharing a room with one family, my husband never forced me to haves due to lack of privacy. Once we shifted [to a private room] I used to refuse and my husband forced me to have sex ... he started abusing me. (30-year-old woman, 1 child)*

Comfort and non-forceful sex

Women who stated that they were able to say no to their husbands' desires described their husbands as being 'good' if they did not force them to have sex. Some women also stated that with time, sex became something that they enjoyed especially in cases where their husbands did not force them:

> *He is such a nice person that he never forced me to have it. I also realized that woman can also take initiation and can enjoy it. (25-year-old woman, 8 children – married at age 13)*

Women in this sample exhibited great variation in terms of the control over their bodies, their exposure to forced sex and their enjoyment of sex. Control over decisions/finances. Women's control over decision-making varied depending on the matter discussed. Inman cases, women were able to make decisions with regard to household matters such as what food to prepare, what types of groceries to buy or matters concerning children's day-to-day wellbeing:

> *My husband gives his salary to me. The usual day-to-day shopping (purchasing vegetables, buying something for household or kitchen), I manage to do. But ... we take the major decision jointly (22-year-old woman, 2 children)*

Major financial decisions

Women were less involved in major financial decisions where the mother-in-law other members of the extended family were present. In these cases, there were several individuals who had 'seniority' over the woman and limited her decision-making ability. Moreover, limited finances or lack of access to personal income by the women also played a role in limiting women's decision-making abilities:

> *My husband takes all the decisions. As he is the eldest son in the family, his advice is always welcomed in every occasion or matter. All the financial matters were looked by my mothering-law and husband ... a household matter decision like what to cook; shopping and so on was taken care by my mother-in-law and me. (30-year-old woman, 5 children)*

Yet, in cases where men are less able to generate household resources, women take control of a wider range of decisions as exemplified by the following quote:

We have quarrels only because of his idleness. Sometimes after drinking alcohol, he gives me bad words, but never says anything bad about my character. He trusts me very much. He knows I can take proper care of my responsibilities and family so he is not much bothered ...He never interferes in my decision-making matters. (35-year-old woman, 3 children)

Women in the study community show wide variation in their control over and participation in decision-making, undermining the stereotype, at least for a subgroup, of women's roles in a patriarchal society. Mobility/access to the community Most women reported that they were able to move freely within their communities without seeking permission from their husbands. These movements were primarily to run errands such as taking the children to and from school or going to the market for groceries and other household supplies. Although some women did exhibit relatively high levels of mobility, this mobility may still be constrained and controlled by husband and other family members:

I have a lot of freedom inside the house, meaning I can do anything within the four walls. I don't have to ask my husband what to cook and what clothes to wear. But if I have to gout somewhere then I either have to inform him or need to take his permission. (24-year-oldwoman, 1 child)A few women reported greater amounts of freedom regarding their mobility and were able to move freely without seeking permission.

Limited Restrictions from Their Husbands

These women also faced limited restrictions from their husbands in terms of visitation of friends and family and participation in events or outings:

I am having one friend in the neighborhood that runs a grocery shop; with her, I used to gout and have food outside. My husband was also saying if you feel [like it] go with her. From his side no restriction is there. (24-year-old woman, 2 children)

On the other hand, some women were very restricted, were not able to move freely within the community and were often times not allowed to leave the home; however, some of these women viewed this restriction positively, accepting and endorsing patriarchal cultural norms:

Even if I get [permission], I do not go out of the house because my mother-

in-law does nutlike. We do not have purdah system as such in the house; still I prefer to avoid any misunderstandings. (35-year-old woman, 2 children)

Women with access to the community were able to join organizations and women's groups, which helped them to address some of their problems. Participation in such organizations is indicative of greater freedom of movement and access to information. Women's degree of mobility showed great variation with some women moving in and outside of the community without the permission of husbands and senior household members, while other women were required to seek permission, sometimes granted and other times not. Mobility can be an asset since women with high levels of mobility had opportunities to participate in various organizations or access information, resources and services.

Discussion

The results of our analysis show that empowerment functions differently in relation to women's general health situation and their pregnancy health status. We have shown that women who are more empowered are more likely to experience general health problems, and less likely to experience pregnancy-related health problems. We look to our qualitative data to try to explain these differences. The qualitative data illustrated the importance of childbirth in establishing the status of young married women in their husband's family. The period of time in which a woman is pregnant and in the immediate post-partum period is highly valued by mother and father, as well as the members of the extended family. Pregnancy gives women special status and privilege and during this liminal time, they can claim greater attention to their bodily health and well-being. Pregnancy enables women to increase their power, control and decision-making over their own bodies and provides women other benefits such as increased access to the community, greater agency, more financial support, greater levels of respect and more support from her husband and his family. However, this is temporary situation. When women are not pregnant, husbands and families see women's health problems as a potential interference with the maintenance of the household.

Battle gender inequalities

Our data support the notion that empowered, non-pregnant women in a predominantly patriarchal society constantly battle gender inequalities, which results in greater somatic symptoms. Husbands and members of the extended family view women's general health problems as further reducing the households' limited financial resources, especially if the cost of treatment is high. Women themselves are raised with the cultural norm that their health problems (and other aspects of their lives) are less important, and thus tend to minimize them. We argue, based on the qualitative data, that women with higher levels of empowerment have better pregnancy-related health for several reasons. During pregnancy, women have more control over their own bodies, and are able to respond more readily to their physical needs. Pregnant women can gain more mobility, which gives them access to more effective treatment and health care remedies. Since children are highly valued in Pakistani society, pregnant women have greater freedom and flexibility to pursue matters that ensure the best birth outcomes and to express opinions and needs in family context. While the period of pregnancy affords women with a higher status in the household and is associated with greater levels of empowerment, once the baby is born and her household status shifts from pregnant to new mother, her junior status in the household is again affirmed.

Conclusion

Empowerment may be further reduced if a woman has an unsuccessful delivery, if her first child is female or if she has given birth to several female children. In general, the negative consequences of empowerment are especially evident where women's independent choice, voice, agency and income conflict with the social and cultural norms of patriarchal societies. In the context of shifts in women's status across the lifespan and during specific periods in their lives such as pregnancy, empowerment status may also vary. However, high levels of empowerment in one domain, such as mobility, do not necessarily correlate with higher levels of empowerment in other domains such control over one's body or decision-making. This paper raises several key points concerning the concept of empowerment and its outcomes. We argue that a globally defined empowerment measure for women is less useful than one that is contextually and situation ally defined. We have seen that greater empowerment does not necessarily equate to positive outcomes. As a result, the social context and life situation of women mediates the relationship between empowerment and health. There are situations in which woman can manifest behaviors that indicate increased empowerment and others where they cannot and if they do, the consequences may be negative.

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Effectiveness of Pink Ribbon Campaign in Pakistan

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The present study focuses on the effectiveness of Pink Ribbon Campaign in Pakistan. It has been observed that due to lack of education and information poor environment, Breast cancer has become a serious health issue for women in Pakistan and the health sector is suffering badly. Issues like breast cancer are considered social taboos in Pakistani society, especially when it comes to women. According to Pink Ribbon report (2008), every ninth woman in Pakistan is suffering from breast cancer. Pink Ribbon has been working to create awareness in the female segment, using communication appeals through electronic and print media and their main tool is interpersonal communication. Seminars are also being conducted in different areas of the country to enhance the level of awareness about breast cancer.

Results of this study revealed that different sources of communication had different effects at all three levels of effects process. Although, the number of respondents who got information on breast cancer through the Pink Ribbon Campaign was very low but the highest positive change was found in the women who had been exposed to Pink Ribbon Campaign as a source of information. It can be concluded that properly designed effective messages related to the breast cancer issue can definitely contribute positively and can secure the desired objectives but there is a need to contribute more towards bringing change at attitudinal and behavioral levels. The occurrence of positive change is very low especially at behavioral level, which needs to be increased. Therefore, extensive and more efficient efforts in this regard, can help in increasing the level of positive change. Campaigns like Pink Ribbon do not reach the maximum audience which is also one of the reasons of a lesser positive change.

Key words: *Pink Ribbon Pakistan, Breast Cancer, Knowledge, Attitude, Behavior, Awareness Campaign.*

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Introduction

Health Communication campaigns are basically aimed to raise health standards in societies. To introduce innovations in the field of health, different ways of communication are used. As far as Pakistan is concerned, health care facilities are very poor here; however Ministry of Health Pakistan, WHO, UNICEF, other NGOs and national and international organizations have been launching prescriptive and proscriptive health communication campaigns. There are bulks of information regarding health issues available through the electronic and print media, health journals and Internet resources. But illiteracy, poverty, ignorance and lack of information act as a hurdle, impeding the effects of communication campaigns in Pakistan.

According to a research conducted by Pink Ribbon Pakistan, it is astonishing to know that Pakistan has the highest rate of breast cancer in whole of Asia. In Pakistan, 90,000 cases of breast cancer are diagnosed every year out of which 40,000 die due to late diagnosis (Pink Ribbon Pakistan report, 2008). Every 5th woman in Pakistan develops cancer after the age of 40. One of the basic reasons due to which there is an increase in the disease is shyness in women to talk about breast cancer. The primary aim of Pink Ribbon Campaign is to encourage women to discuss the issue openly, without any hesitancy, so the disease can be tackled effectively in Pakistan. Breast cancer is becoming a challenging health issue in developing countries including Pakistan and is one of the major reasons of an increase in death toll of women around the world. There is a significant level of knowledge about the problem but majority of the women with breast cancer consult the doctor when it is too late.

In our society, issues like breast cancer are taken as social taboos; therefore it is difficult to discuss the issue openly. It is the need of the time to make immediate efforts to overcome breast cancer as the diseases like breast cancer and HIV/AIDS and Hepatitis are becoming common day by day. Different communication vehicles are being used to create awareness about health and social issues, and the basic target is to translate these messages into practices. Extensive efforts are made to spread awareness about different health issues; still it is imperative to expand this area of communication campaigns at a larger extent especially for fatal diseases like breast cancer, HIV and AIDS etc.

Health Communication Campaigns

"Effective health communication contributes to health promotion and disease prevention. Likewise, the dissemination of health messages through health promotion programs and campaigns can cause awareness of an issue, change attitudes towards a health behavior, and encourage and motivate individuals to follow recommended health behaviors" (Fertman and Allensworth, 2010). Health promotion campaigns using mass media is an effective form of persuasion (Stiff & Mongeau, 2003) because they "usually reach a large number of audiences at a relatively low cost per person" (Piotrow et al., 1997).

"Health Communication is the dissemination and interpretation of health related messages. The disseminator may be an individual, an organization or a mass medium. The interpreter may be an individual, a group, an organization or an indiscriminate mass public" (Ray & Donohew, 1990). "Health campaign is a crucial element in a preventive approach to public health care because relevant health information empowers individuals to take charge of their own health" (Kreps & Thorntorn, 1984).

a. Knowledge

Knowledge, Cognition and Awareness are the words used for the same phenomenon in communication. Zajonc (1968) argues "No social psychologist honestly questions the general assumption that cognitions are organized wholes made up of interdependent parts". Baron, Byrne and Johnson (1998) note that social cognition involves all such processes through which we perceive information, interpret and remember them, and then utilize them in the practical world for personal benefits.

b. Attitude

Social psychologists define attitudes as "beliefs that predispose us to act and feel in certain ways". This definition has three components: (a) belief (b) feelings (c) dispositions to behave.

An attitude is the general predispositions, favorable or unfavorable, of a person towards other people, objects and issues. It has achieved its prominent position in the research of influence because it is assumed that the attitude of a person is an important mediating variable between the acquisition of information and behavioral change (Petty & Priester, 1994). Early definitions of attitudes have been based on the concept that attitude is the readiness or predisposition towards responses of the person and there is a consistent relationship between attitudes and behaviors (Chafee & Roser, 1986).

c. Behavior

As discussed by Yousafzai (2004), behavior is the desired component in the effects process of all communication campaigns. Behaviors are a visible action of a person. For example, to quit smoking, is an action resulted as consistency in the belief that smoking is injurious to health.

Pink Ribbon Campaign in Pakistan

Pink Ribbon Campaign is a project of Women's Empowerment Group and Vision 2015 International. WEG is an NGO registered as a trust working on Health, Economic Empowerment, Education, Gender Equity and Equality, Legal and Political Rights and Sustainable Development.

Pink Ribbon Campaign has been working to create awareness about Breast Cancer in the world since the last fifteen years. The "Pink Ribbon" is used as an emblem of hope for victims of breast cancer and for those who are working to fight against the disease. The National Breast Cancer Awareness campaign is a non-funded, self-sustained campaign, driven by a large number of volunteers across Pakistan (Pink Ribbon Pakistan, September, 2008).

Objective of The Study

1. To find out the most effective channels of communication, used to reach the target audience.
2. To what extent the campaign is successful in achieving its objectives.
   i. What is the level of awareness?
   ii. What is the level of attitudinal change?
   iii. What is the level of behavioral change?

Research Questions

RQ.1: How the Pink Ribbon Pakistan is disseminating information about Breast Cancer?

RQ.2: What is the level of change in knowledge, attitudes and behaviors in women with regards to Breast cancer?

Hypotheses

H1: Campaign is successful in raising awareness about breast cancer amongst women.

H2: Campaign is not successful in bringing attitudinal change about breast cancer amongst women.

H3: Campaign is not successful in bringing behavioral change about breast cancer amongst women.

Literature Review

Theory of persuasion

Mass mediated persuasive messages are very important and critical in bringing about political and social change. Persuasion is defined as "Human communication designed to influence others by modifying their beliefs, values or attitudes (Simons, 1976, p. 21). There are four models discussed to explain about the theories of persuasion and one of them is cognitive dissonance which explains about the relationship between attitudes and behaviors. Behavior is something which is followed by the beliefs. Persuasive messages, especially in media are designed strategically to change the attitudes of the audience. For these messages there are few things which are very important and the first one is the purpose or intentions of the senders. Interest of the receivers is also an important element while evaluating or designing any persuasive message. Same is with cultural and social values of the audience. Theory of persuasion basically deals with the messages aimed to influence the attitudes of the receivers.

Renee J. Bator and Robert B. Cialdini (2000) applied persuasion theory to the development of pro-environmental public service announcements. They talked about the Public service campaigns on media and concluded that for the success of any campaign or Public service announcements it is very important to first identify the interests, beliefs/attitudes of the public as attitudes correspond to change the behaviors ultimately and all persuasive media campaigns are aimed to change the behaviors actually.

Regarding pro-environmental messages they described that if effects of media campaigns/messages are not considered or neglected then it will be a failure for the designers of pro-environmental messages. Effects of public communication campaigns are being studied by many researchers and proper guidelines to design effective messages to get positive results in desired direction are given by many social scientists. Many factors like structure of the messages, beliefs of the receivers, channel of communication, source and purpose of those messages are very important in determining the success of any campaign.

Theory of Diffusion of Innovation

Diffusion of innovation explains that how new ideas, practices and objects become known and then spread to the whole social system. Rogers (2003, p. 12) defines innovation as “An idea, practice or object that is perceived as new by an individual or other unit of adoption”

In detailed model of diffusion of innovation Rogers (2003) explains that this process takes place in four stages; (1) Invention, (2) Diffusion (Dissemination), (3) Time, and (4) Consequences. In this process opinion leaders play an important role. A new idea on different channels of media like use of condoms to be protected from sexually transmitted diseases, advising breast feeding etc is spread through different sources of communication. Opinion leaders exert influence audience behavior. Moreover change agents and gatekeepers also influence the process of diffusion.

This theory is significant in most of the Health communication campaigns as it highlights the adoption of new ideas notwithstanding inconvenience. In health communication campaigns new ideas or piece of advices are disseminated to be prevented from diseases. Like in the campaign for mother and child care, breast feeding is advised with its benefits to be prevented from consequential diseases if breast feeding is not practiced. As far as the breast cancer campaign is concerned, the campaign transmits the importance of breast self examination for in time detection of the disease.

The theory deals with the dissemination of ideas and adoption by the audience in a systematic way. Application of this theory is seen in health communication campaigns; family planning campaigns, immunization campaigns and other health related messages.

Consistency in Knowledge, Attitude and Behavior

Knowledge, attitude and behaviors are the three components of effects of mass communication process. Earlier it was assumed audience is the passive target of media messages but now different researches have simplified that responses of the target audience to different media messages are different in accordance with their involvement in that specific subject. It is evident that media is being used purposefully and involvement of the audience is active. On the other hand media exposure is one of the factors determining the effects of messages on media.

Media messages have different effects varying across domains, individuals and conditions. Most of the time information on any topic leads to the formation of attitudes and then practices or behaviors. Attitude formation is an intermediate process between information/knowledge and behaviors. Sometimes behaviors are based on experiences not on knowledge or attitudes and sometimes practices are because of some beliefs rather than resulting on the basis of knowledge or in formation.

Consistency in knowledge, attitude and behavior is seen as individual difference and as a response to different situations. This approach in effect differs between two classes of variables: knowledge, attitudes, behaviors and the degree of consistency among them. In the first group there are three univariate variables (K, A and B) for media effects analysis. The second consists of three bivariate relationships, (K-A, K-B, and A-B). Each of these bivariate relationships represents different media campaign effects. While studying the effects of a media campaign on knowledge, attitude and behavior consistency, involvement of the individuals is something very important. If an individual is more involved in a topic then there will be a higher consistency in effects process of communication. Sometimes the effects are otherwise because of the lower involvement of individuals.

People process and respond to information differently according to their level of involvement with a message (Batra and Ray, 1986; Ray et al., 1973). High involvement can lead to greater K-A-B consistency. The hierarchies of effects presented by Ray are:

Low involvement hierarchy
Knowledge——Behavior——-Attitude
Dissonance or attribution hierarchy
Behavior——Attitude——Knowledge
Learning Hierarchy
Knowledge——Attitude——-Behavior

Chaffee (1986) discussed about the proposition, that consistency in knowledge, attitudes and behaviors of the audience are according to their level of involvement in the messages. A health communication campaign on heart problems was taken as case study. Open ended questionnaire was used to gather data from the respondents. He found that K-A, K-B and A-B correlations were found only when the cognitive response was high. Consistency in K-A and B is not found on the basis of knowledge regarding the disease.

As far as health communication campaigns are concerned, a consistency is observed in the effects process if there is a high involvement of the audience in the messages related to a specific health issue. Sometimes people adopt some behaviors related to a health issue on the basis of their own needs. Attitudes are sometimes developed just because of personal experiences. People can have a specific practice towards an issue without any information on that. However according to Ray's integrated model of effects process in the learning hierarchy attitudes are a more reasoned product of knowledge. Strongest correlations among knowledge, attitudes and behaviors can be expected if there is a highest level of individuals' involvement in the messages. If somebody perceives a low risk of a particular disease then strong involvement will be unnecessary.

Health Communication is a vast area and massive research has been conducted on health communication especially on different media campaigns. Atkin and Arkin (1990) discuss about rapid expansion of academic research examining mass media and public health which is going on since last few decades and this area of research is expanding gradually. Kline (2003) discusses that health related messages are very common on media but it is very important to consider the values, beliefs and norms associated with health.

Proper research, planning, authentic information, appropriate construction and presentation of messages are some of the important elements through which any communication campaign is evaluated. Huge amounts of money are used in Pakistan as well to bring social change through strategic communication ways. Different sources of communication as Television, Radio, Print Media and other communication sources are used to create awareness on different issues in the society. However for success of any campaign, selection of media channel and the way messages are disseminated in a particular setup are very important to consider.

Rice and Atkin (1989) said, “Campaigns must make their messages available through a variety of communication channels that are accessible and appropriate for target audience. But the message must also communicate specific information, understandings and behaviors that are actually accessible, feasible and culturally acceptable”

According to Hannan (2009), while addressing issues like HIV/AIDS, the success of the campaign depends upon the extent to which communicators address the audiences for the behavioral change. In his paper he critically analyzes the construction of messages to address the issue of HIV/AIDs in different campaigns run for disseminating information about the disease and cure of the disease. He concludes that regional, national, local and the government, community and the opinion leaders’ participation plays a pivotal role for the success of a communication campaign. He sums up that by providing a forum of discussion and communication, creating supportive environment for positive behavior change, creating knowledge about the services available in target population are, mainstreaming and putting the issue on news agenda, social mobilization with the help of opinion leaders and sharing sources and capacity building especially with the government departments, NGOs and, media outlets can make the campaign more effective.

Fishbein and Ajzen (1975) exemplified theory of reasoned action which assumes, “people consider the implications of their actions before they decide to engage/not engage in a given behavior". Ajzen (1990) expanded the model into a 'theory of planned behavior' and has indicated person's perceptions/beliefs of control over behavior. Sometimes some people adopt behaviors as a result of their attitudes/beliefs.

Methodology

This study was quantitative in nature and a survey was conducted from the women residing in Rawalpindi and Islamabad. Data was entered into SPSS 16 and correlation test was applied to analyze the data. Due to lack of resources and shortage of time, researchers opted for stratified convenient sampling.

It was a closed ended questionnaire comprised of 25 items in which four questions were designed in simple questions form whereas the remaining were designed as a combination of negative and positive statements based on research questions.

To judge the general information/awareness level on Pink Ribbon Campaign, four questions were asked. Two were about the sources of information on breast cancer and Pink Ribbon Campaign. While statements of questions in second part of the questionnaire were constructed after monitoring the information on breast cancer by Pink Ribbon Campaign through different sources of communication. Nine of the twenty-one questions were about cognition, three were related to attitude and four addressed behavior. The remaining five questions were based on general statements about the media sources usage to propagate information about the issue.

To determine the level of change at cognitive level, the questionnaire had statements related to breast cancer facts, like is breast cancer is a big health issue in Pakistan or not? Statements were also developed to have answers on whether the disease can be inherited, or is it caused by smoking and to analyze the belief that breast-feeding can help prevent breast cancer. The respondents were also asked if they knew that self-breast examination is the best way for early detection of the disease. Through the campaign women are compelled to do self-breast examination in order to avoid late detection of the disease. Another statement was designed to assess if respondents thought men and women both could suffer from breast cancer. Similarly the statements regarding risk of breast cancer after age of 40 years and importance of mammography after this age, even if no change is found in breasts, were placed in the instrument.

To ascertain the attitudes of the respondents, three questions were asked in the questionnaire to measure the attitudes: Questions on the belief that breast cancer is a bigger health issue in Pakistan, shyness to discuss on this issue and lack of confidence to share or discuss this issue openly with others.

Most important part of the instrument was the questions measuring behaviors of the respondents. Many researches in medical field suggested that cautious food habits and physical exercises are helpful to prevent from this disease. Secondly, regular checkups and self-breast examinations are also very important and should be an essential practice in any woman's life. Questions addressing all these behaviors were included in this part of the questionnaire.

Results

The number of questionnaires distributed were 400, out of them 360 were returned from respondents, which indicated that response rate was 90 percent. Out of those 360 questionnaires, 333 were selected for analysis as some important information was missing in the remaining 27 questionnaires.

A question was directed to analyze respondent knowledge about the purpose of Pink Ribbon Campaign, in response to this 125 (37.5 %) said they did not know what Pink Ribbon Campaign is. However 208 (62.5 %) of the respondents knew that this is a breast cancer awareness campaign.

Data revealed (table 1.1) that 73 (22%) respondents had Pink Ribbon Campaign as source of information on breast cancer. Print media was the source of information for 19.6% percent of the respondents; while 143 respondents (42.9 %) got information through Interpersonal communication and 52 (15.6 %) of the respondents had electronic media as source of information on breast cancer. So it can be assumed from the data that interpersonal communication is still more effective to aware women about breast cancer instead of other channels. The reasons behind are the environment, social taboos, religious factor, lack of education and self-confidence and social alienation etc.

Table 1: Source of information about breast cancer

	Source of Information on Breast cancer	**No. of respondents**	**%**
Total no. of respondents is 333	Pink Ribbon Campaign	73	21.9%
	Electronic Media	52	15.6%
	Interpersonal Communication	143	42.9%
	Print Media	65	19.6%

The first question (table 1.2.i) evaluates the level of information held by respondents about breast cancer, whether it is a major health issue for women in Pakistan or not? 270 respondents replied yes, 17 disagreed with the notion and

46 were indecisive on the issue. The second statement questioned the information that can men and women both suffer from breast cancer. 39 % of the respondents agreed to it, 35.7 % disagreed and 25.3 % of the respondents were indecisive.

A question was to get a general view of the respondents on propagation of information regarding breast cancer. 80.5% of the respondents were in favor of propagation, 16.3 % were unable to decide about it and only 3.3 % of the respondents were against the propagation of information about breast cancer.

Fourth question was aimed to investigate about the shyness factor in women regarding discussion on the issue of breast cancer. 49.6 % females were of the view that the issue of breast cancer should be discussed openly, while 35.7 % women said that it should not be discussed openly. 14.7 % of respondents were indecisive on the issue.

A question addressed knowledge level of the respondents regarding self-examination for early diagnosis of breast cancer. The majority of respondents i.e. 77.8 % were aware of the fact that self-examination is a good way for early detection of the disease, while 15.6 % people had no answer on that and only 6.6 % replied in no.

Another question about information level asked about the awareness of the fact that breast-feeding could help prevent breast cancer. 78.7 %t of the women knew about it, while 16.8% were indecisive and 4.5 % did not know about it at all.

To measure the attitudinal change in another question, respondents were asked to tell whether they feel shy to discuss about breast cancer. 36.6 % respondents said they felt shy, while 17.7 % were neutral and 45.7 % were confident that they do not feel shy to discuss about breast cancer.

Another question was about the fact that breast cancer can be a hereditary disease. Only 30.6 % of the respondents were aware of the fact, while 30.2 % were indecisive. The majority of respondents, i.e. 39.2 % respondents denied the fact that breast cancer is a hereditary disease.

There was a question to check the behavioral change in the respondents. In response to the statement about monthly self-examination of breasts at home, only 26.1 % agreed that they do monthly self-examination. 50.8 % of the sample replied in negative and 23.1 %were indecisive about the question.

One more question was on behavior, which asked that in case of any change in breasts, do the respondents visit the doctor immediately or not. 42.3 % of the respondents replied in positive, while 14.2 % were neutral about it. But in majority of the respondents (43.5 %), this behavioral change was not found.

A question was about the practice of physical exercises which should be done regularly to avoid complications like breast cancer. This behavior was found just in 32.1 % of the respondents, while 43 % of the respondents did not have this habit, 24.9 % were neutral on the issue.

The last statement was about food habits. Only 33.3 % of the respondents were found to be cautious about their food habits, while 41.2 % were not careful about their diet, the remaining 25.5 % were indecisive about it.

Table: 2(i) Positive response towards cognition (N=333)

Statements	% of positive response
Breast cancer is a major health issue for women in Pakistan	81.6%
Men and women both can suffer from breast cancer	39.0%
Self examination is a good way for early diagnosis of breast cancer	77.8%
Breast feeding can help prevent breast cancer in women	78.7%
After age of 40 risk of breast cancer is higher in women	58.1%
Mammography is a must after age of 40	54.4%
Breast cancer is inherited	30.6%
Tightly fitted undergarments can cause breast cancer	54.1%
Smoking causes breast cancer	42.9%

Table: 2(ii) Positive response towards attitude (N=333)

Statements	% of positive response
Issues like breast cancer should be discussed openly	49.5%
Breast cancer is a bigger health issue in Pakistan	33.6%
I do not feel shy to discuss about breast cancer in front of others	36.6%

Table: 2(iii) Positive response behavior (N=333)

Statements	% of positive response
I do monthly examination of my breasts as suggested through Pink Ribbon campaign	26.1%
Whenever I feel even a slight change in my breasts I immediately visit my doctor	42.3%
I am very conscious about regular physical exercises to avoid complications like breast cancer	32.1%
I am very much cautious about my food habits to avoid breast cancer	33.3%

The choice to select multiple options was used to assess the sources of information on Pink Ribbon Campaign. Collected data (table 1.3) revealed that 56% of the respondents used Interpersonal communication as the source of information about Pink Ribbon Campaign. While the remaining 18 % got to know about the campaign through electronic media; radio, TV and Internet. Print media was the source of campaign information for 26% of the respondents.

Table 3: Source of Information on Pink Ribbon Campaign (N=333)

Source of Information on Pink Ribbon Campaign	Percentage
Print Media	26% (87 respondents)
Electronic Media	18% (60 respondents)
Interpersonal Communication	56% (186 respondents)

For analysis of the respondents (73 out of the total sample of 333), who got information on breast cancer through Pink Ribbon Campaign: It was observed that 90.6% (66) (table 1.3.i) of the respondents were of the view that breast cancer is a major health issue for women in Pakistan. Information level of these respondents was lower on the fact that men and women both can suffer from breast cancer. 32 out of 73 respondents knew that it could happen. Majority of the Pink Ribbon audience agreed that information regarding the Pink Ribbon Campaign needs propagation and they were in favor of propagation of this issue with the help of almost all available sources of media. In a sample of 73, 64.4% (47) of respondents were of the view that health issues of this kind should be discussed openly.

About 66 respondents knew that self-examination is the best way to detect this disease at an early stage. About 89 % of these respondents also knew that breast-feeding could help prevent breast cancer. 52.1 % claimed that they do not feel shy to talk on this topic, while 71.2 % of these respondents had information about the fact that after the age of forty, risks of this disease are greater in women. 47 out of these 73 respondents knew that mammography is a must after age of 40. It is a fact that breast cancer is a hereditary disease and 47 respondents of this segment agreed with that. Tightly fitted undergarments can also cause breast cancer in women and 56.2 percent of these respondents agreed with the notion. Only 30 respondents knew that smoking could also be one of the reasons of breast cancer.

24 out of these 73 respondents claimed that they do monthly examination of their breasts at home and 36 respondents claimed that they immediately visit the doctor in case of a difference felt in their breasts. 33 respondents were regular in physical exercises to avoid complications like breast cancer and 34 respondents were cautious about their food habits.

Table 3(i): Positive response towards cognition
(N=73, respondents who got information through Pink Ribbon Campaign)

Statements	% of positive response
Breast cancer is a major health issue for women in Pakistan	90.6%
Men and women both can suffer from breast cancer	44%
Self examination is a good way for early diagnosis of breast cancer	90.4%
Breast feeding can help prevent breast cancer in women	89%
After age of 40 risk of breast cancer is higher in women	71.2%
Mammography is a must after age of 40	64.3%
Breast cancer can be inherited	64.3%
Tightly fitted undergarments can cause breast cancer	56.2%
Smoking causes breast cancer	41%

Table 3(ii): Positive response towards attitude
(N=73, respondents who got information through Pink Ribbon Campaign)

Statements	% of positive response
Issues like breast cancer should be discussed openly	64.4%
Breast cancer is a bigger health issue in Pakistan	90.6%
I do not feel shy to discuss about breast cancer in front of others	52.1%

Table 3(iii): Positive response towards behavior
(N=73, respondents who got information through Pink Ribbon Campaign)

Statements	% of positive response
I do monthly examination of my breasts as suggested through Pink Ribbon campaign	32.8%
Whenever I feel even a slight change in my breasts I immediately visit my doctor	49.3%
I am very conscious about regular physical exercises to avoid complications like breast cancer	45.2%
I am very much cautious about my food habits to avoid breast cancer	46.5%

260 respondents were those who got information on breast cancer from sources other than Pink Ribbon Campaign. In these respondents, the percentage of positive change at cognitive level was 82.5 %. Out of 260 respondents, 122 (46.9 %) had positive attitudinal change regarding breast cancer.

On the other hand, positive behavioral change also existed in those women who were not exposed to Pink Ribbon Campaign for information on breast cancer. About 36.5 % of 260 respondents had positive behavioral change. Again the difference here on the basis of category of respondents was not that much higher. Significant difference in change at all levels of effects process was not observed in results of the research.

Out of 333 respondents only 73 (table 1.4) females had Pink Ribbon Campaign as source of information; positive change at cognitive level was 95.9%, which is a significant positive change. Change at attitudinal level is lesser, which is 67.1%, and at behavioral level the positive change is 50.7%.

65 out of 333 respondents used Print media as source of information. At cognitive level, the change is 87%, which is a significant change. At attitudinal level, the change is 61.5 % while at behavioral level the change is even lesser, which is 47.4%.

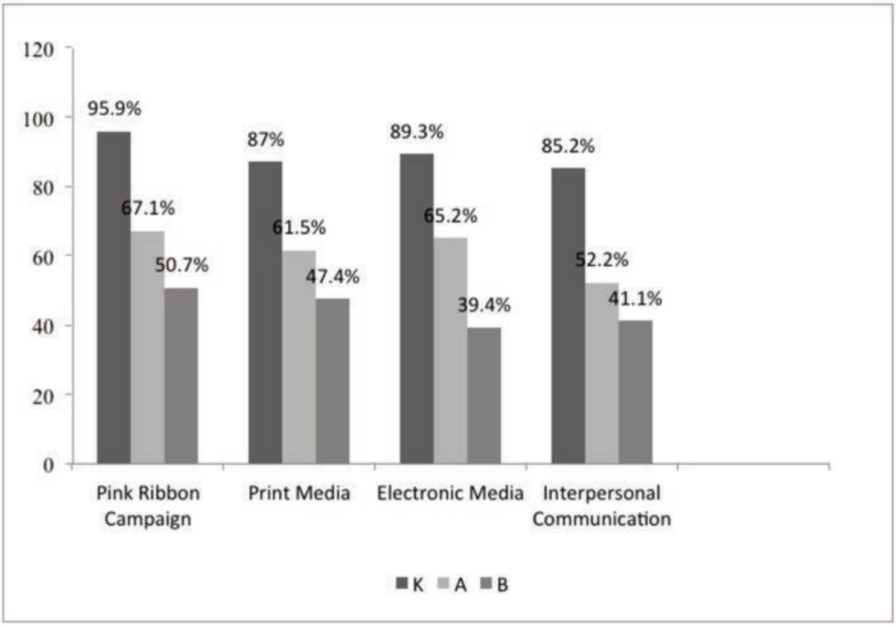
Next source of information in data was electronic media and 52 respondents claimed that they got information on breast cancer through Electronic media. At cognitive level, the positive change is 89.3 % which is again a significant change. At attitudinal level, the change is 65.2% while at behavior level; the positive change is just 39.4%.

Another source of information was Interpersonal communication. Respondents who got information on breast cancer through interpersonal communication were 143 out of 333. In these women, change at cognitive level was significant, which is 85.2 percent. Positive change in the attitudes of these women is 52.2 percent, while at behavioral level, positive change is 41.1 percent.

Table 4: Comparative analysis of positive change on cognitive, attitudinal and behavioral level regarding breast cancer awareness

Source of Information on breast cancer (Total number of respondents is 333)	**Positive change at cognitive level**	**Positive change at attitudinal level**	**Positive change at behavioral level**
Pink Ribbon Campaign *(for 73 respondents)*	95.9%	67.1%	50.7%
Print Media *(for 65 respondents)*	87%	61.5%	47.4%
Electronic Media *(for 52 respondents)*	89.3%	65.2%	39.4%
Interpersonal Communication *(for 143 respondents)*	85.2%	52.2%	41.1%

Graph: Comparative graphic presentation of positive change on cognitive, attitudinal and behavioral level regarding breast cancer awareness campaign



H1: Campaign is successful in raising awareness about breast cancer amongst women.

H1 hypothesized that Pink Ribbon Campaign is successful in bringing positive change at cognitive level. It means that exposure to Pink Ribbon Campaign increases the knowledge level of the respondents. The results showed that 73 respondents out of 333 got information on breast cancer through Pink Ribbon Campaign and out of these 73 respondents, positive change at cognitive level was 95.9 %. Pearson's correlation test was computed to assess the relationship between the exposure to Pink Ribbon Campaign and cognitive change. There was a correlation between two variables at significant level. Results ($r=.151^{**}$, $p>0.01$) show that there is a positive and significant relationship between the knowledge level and Pink Ribbon Campaign in respondents who had been exposed to Pink Ribbon Campaign to have information on breast cancer. Furthermore there were a very small percentage of respondents (2.7 %) who did not show positive cognitive change, despite the exposure to the Pink Ribbon Campaign. Thus H1 is proven that Pink Ribbon Campaign is successful in bringing positive change at cognitive level.

Relationship of exposure to Pink Ribbon Campaign and change at cognitive level

	Positive change at cognitive level
Source of Information is Pink Ribbon Campaign	.151**

N= 333, **P <0.01 (two tailed)

H2: Campaign is not successful in bringing positive attitudinal change towards breast cancer.

H2 hypothesized that Pink Ribbon Campaign is not successful in bringing positive change at attitudinal level. As mentioned earlier, only 73 respondents out of 333 got information on breast cancer through Pink Ribbon Campaign and in these 73 respondents, positive change at attitudinal level was 67.1 %. Pearson's correlation test was computed to assess the relationship between the exposure to Pink Ribbon Campaign and attitudinal change. There was a correlation between two variables at significant level. Results (r=.207**, p>0.01) show that there is a positive and significant relationship between the respondents' exposure to Pink Ribbon Campaign and attitudinal change. Negative attitudinal change was 11 percent. Though positive change at attitude level is less than the change at cognitive level, however the relationship between exposure to Pink Ribbon Campaign and positive change in developing desired attitudes on breast cancer issue is strong. So H2 does not stand proven. Here it can be interpreted that despite of Pink Ribbon Campaign aware audience is very small in number but they had developed positive attitudes towards breast cancer problem.

Relationship of exposure to Pink Ribbon Campaign and change at attitudinal level

	Positive attitude
Source of Information is Pink Ribbon Campaign	.207**

N=333, **P>0.01 (two tailed)

H3: Campaign is not successful in bringing positive behavioral change towards breast cancer.

H3 hypothesized that Pink Ribbon Campaign is not successful in bringing positive change at behavioral level. Positive change at attitudinal level in respondents who got information on breast cancer through Pink Ribbon Campaign was 50.7 percent. Pearson's correlation test was computed to assess the relationship between the exposure to Pink Ribbon Campaign and behavioral change. There was a correlation between two variables at significant level. Results (r=.152**, p>0.01) show that there is a positive and significant relationship between exposure to Pink Ribbon Campaign and behavior of the respondents. Negative behavioral was 32.9 percent. Though positive change at behavior level is less than the change at cognitive and attitudinal levels, however the relationship between exposure to Pink Ribbon Campaign and positive change in practices towards breast cancer issue is significant. So H3 does not stand proven.

Relationship of exposure to Pink Ribbon Campaign and change at behavioral level

	Positive behavior
Source of Information is Pink Ribbon Campaign	.152**

N=333, **P>0.01 (two tailed)

Discussion & Conclusion

Breast cancer is now one of the most challenging health issues in Pakistan these days and awareness is being enhanced on this issue through different channels of communication. Pink Ribbon Pakistan is the most prominent campaign, playing an important role in creating awareness in this regard. In this study researchers aimed to analyze the effectiveness and contribution made by Pink Ribbon Campaign in bringing positive change at all the three levels of effects process. Breast cancer is one of the issues that is considered as a social taboo in Pakistani society and it is a very difficult to discuss them at a public level. However results of this research revealed that there is a considerable change in the desired direction in the audience who gets information on breast cancer through Pink Ribbon Campaign. Still there is an urgent need to develop the communication strategies through which maximum population can be reached. If a campaign is not reaching to a representative sample of the population then it cannot be declared successful.

Respondents had different sources of information on breast cancer issue. Results showed that 21.9 % respondents had Pink Ribbon Campaign as source of information on breast cancer. Although it is a small percentage of the sample population however changes at all levels of effects process are higher in this segment of respondents. Results clearly showed that respondents, who had Pink Ribbon campaign as source of information on breast cancer, were more aware as compared to the respondents who had other sources of information.

Different sources of communication, other than Pink Ribbon Campaign, are also being used to address this issue in Pakistan. These sources include electronic media, print media and interpersonal communication. Positive change is also observed in the respondents who had awareness from various sources of information on breast cancer other than Pink Ribbon Campaign. But the percentage of positive change was lower here than in those who were exposed to Pink Ribbon Campaign. Maximum positive change is due to Pink Ribbon Campaign. This campaign is also followed by electronic media, print media and interpersonal communication consecutively.

It is clear from the results that at all levels of effects process there is a positive change but it is squeezed at attitudinal and behavioral levels. Women have information about this serious issue but attitudes and behaviors are not changed in desired direction on the basis of information received. Maximum change is found at cognitive level and minimum positive change at behavioral level. It is generally believed that the higher is the information level then higher is the change at attitudinal and behavioral level in the desired direction. But findings do not follow this popular notion here.

If the effects of sources of information on breast cancer are compared, then at cognitive, attitudinal and behavioral levels, Pink Ribbon Campaign showed maximum positive results. As far as print & electronic media and interpersonal communication are concerned, then electronic media created maximum positive change at cognitive and attitudinal levels. But at behavioral level, maximum positive change is found because of print media.

First hypothesis was about the success of Pink Ribbon Campaign in creating awareness amongst women regarding breast cancer. It was revealed that in 73 (21.9 %) respondents who had Pink Ribbon Campaign as source of information, cognition was 95.9%, though the number of audience is very small here but it assures that Pink Ribbon Campaign can enhance awareness level in women, if it reaches to the maximum audience. Therefore, Pink Ribbon Campaign needs to expand the efforts to reach maximum audience. Second and third hypothesis were about effects of Pink Ribbon Campaign at attitudinal and behavioral levels. Results showed that the percentage of positive change is lesser than the change at knowledge level but the effects of Pink Ribbon Campaign in making desired changes at attitudinal and behavioral levels are higher than other sources of information. The campaign needs to work more efficiently in convincing people to change their attitudes and practices because information is already there and practices are required to be developed to avoid breast cancer.

According to the data, most of the respondents got information on breast cancer through interpersonal communication. Findings show that interpersonal channel is the most effective channel regarding this issue. Secondly, the Pink Ribbon Campaign is mostly using interpersonal communication channels to reach the masses, so importance of interpersonal communication is reinforced keeping in view the success of Pink Ribbon Campaign. Moreover in societies like Pakistan, where literacy rate is very low and where male chauvinism is evident, interpersonal communication can work as a very effective tool.

All media sources have their own importance and influence in the society, so for getting effective results maximum information should be transmitted by using all communication vehicles. In modern world era no doubt electronic media is considered and used as the most important source of dissemination of information, so it should also be used extensively in an effective mode. Information is there because of the gravity of the disease but desired positive change is required at attitudinal and behavioral levels. There is a need to develop some important practices which can help to prevent from this chronic disease.

Success of any campaign does not only depend on bringing positive change in the society but also on the quantum of that change. Pink Ribbon campaign's messages are effective; still reach of the campaign is very low which needs to be increased very efficiently. Messages should be reached to all segments of the society equally and extensively keeping in view the intensity of the disease.

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Impact of Internet on Children Education in Pakistan

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Children are spending much more time on computer and Internet at home, school and in net cafe. The Internet can affect the children's physical, cognitive, and social development. The research study found that Internet positively influence on children education. The questionnaires were distributed amid the children of 6 schools located at different geographical locations of Khyber Pakhtunkhwa, Pakistan. This study found that children use the Internet for doing their school projects, searching information and to attain entertainment. The research article analytical portion used structure equation modeling technique for the data analysis. Result found that there is positive relationship between Internet usage and children education.

Keywords: *Children Education, Internet, SEM = Structure Equation Model, CFA = Confirmatory Factor Analysis, KPK = Khyber Pakhtunkhwa, PAF = Pakistan Air Force, X^2/df = Chi² / degree of freedom, CFI = Comparative fit index, RMSR = Root mean square residual, GFI = Goodness of fit index, RMSEA = Root mean square of approximation, AGFI = Adjusted goodness of fit index, NNFI = Non normal fit index, TRACK = Center for Training Research and Competitive Knowledge*

Introduction

The innovative & revolutionary expansions in Information technology (IT) have lead to brought enormous advantages to millions of people. Generally Internet is the most admired & famous amongst all contemporary members of society predominantly in brood (Ali, 2006). Majority of the people expend their time on Internet through doing e-mail, receiving online speeches & sermons along with information distribution. Broods are also akin to expend a lot of their time on Internet in their houses, schools and particularly at the café of internet. According to (Jackson et al., 2006) internet has an effect on brood's corporeal, cognitive, along with communal progress & advancement. According to (Jackson et al., 2006) for the most part of the Western states & nations kids are using Internet to gain learning & knowledge along with doing their home assignments on Internet. Regrettably Pakistani kids are not so conscious with the appliance of Internet for the purpose of their education. The broods of our country are not using internet for the sake of acquiring learning & knowledge but they are using internet as a mean of thrill & enthusiasm.

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The volatile expansion of Internet usage in the USA has been stimulating in part by online activities of kids & youngsters. Kids & youngsters are using computers along with the Internet much more than the other contemporaries. Near to the plunge of 2001, 99% of the public educational institutions in the USA had admittance to Internet; moreover public educational institutions had prolonged Internet admittance into 87 percent of instructional areas. According to (Ali, 2006) just about 65 percent of American brood ages two to seventeen (2-17) make use of the Internet from their houses, educational institutions, or other sites & positions.

Internet play central & key role in learning & knowledge. It provides affirmative outcome on broods schooling, erudition as well as literacy. According to (Akahori, 1999) Internet has an imperative role in brood's and youth populace lives as a medium of information to assist in school based assignments. According to (Dangwal, Jha and Kapur, 2006) the study illustrates that the kids who are using the Internet more, had scored high scores in examinations as compared to those kids who are using Internet less. Internet is the medium of communication so kids and youth populace are much more excited with it. Though, the entire prospects are not available to brood, further more youth populace has been taken up equivalently.

According to (Haugland, 1992) the research study showed that three to four years kids who were using computers and also the Internet had considerably better progress & advancement achieved as compared to those kids who did not use computers & internet in the same learning areas of schools. Internet is the multipurpose technology. The broods & kids of the Western states take immense benefits through Internet. Broods are the future of a nation, so if a nation gives appropriate supervision, guidance along with the latest information to their broods than this will lead to a valuable maximum utmost success for that nation & country. According to (Ali, 2006) the learners who uses Internet for their school assignments, have better grades in exams as compared to the students who do not use it. Exploring engines of Internet provides most up-to-date information to that person, who visits those websites; it also enhances their acquaintance, awareness and capabilities. Unfortunately in our country the propensity of using computers & Internet in educational Institutions especially in schools & colleges is very less. The Pakistani learners do not use the Internet for doing their school assignments & homework. It causes a great differentiation amongst intellectual acquaintance, & capabilities of Western kids & the kids of the under developed countries. This research investigates the factors that the use of computers & Internet is helpful amongst broods schooling & learning. This research study aims to investigate the effect of Internet on kids schooling & learning in our country.

Literature Review

Internet and Children Education

This research illustrates the optimistic effects & importance of the Internet on kids schooling. The Internet generates astounding advancement & progress in the scientific field. With the help of Internet & Technologies people acquires large number of benefits. In the present era Internet is the very stylish & classy technology which makes the entire world just like a global community & village.

In the past decades a fast & quick growth in the usage of technologies is shown amongst the Australian families. Only forty one percent (41%) of Australian families had an access to the Internet in 1998. This number had improved to sixty per cent (60%) in 2006. According to (Ali, 2006) people use Internet for communication activities, sharing information, and online speeches & sermons.

The Internet plays a pivotal role in the lives of kids & young generation. Kids are using Internet as a source of information to sustain their school & homework. Internet is not seen as a completely trouble-free learning instrument. According to (Bullock, 1994) young generation faces difficulties while searching the different web engines, this come into view because of the defective learning support & assessment by their educators. The students, who are using more Internets, scored a high GPA (Grade Point Average) as compared to those students who used fewer internets. Students who were searching different web engines were studying more. This habit of more reading & study enhanced their concert on homogeneous tests. According to (Jackson et al., 2006) it results in high Grade Point Average (GPA), which depends on study & appraisal abilities. As compared to girls the boys generally use more Internets. They generally use Internet for playing online video games. On the other hand girls use Internet for chatting & e-mail etc. According to (Subrahmanyam et al., 1995) both the boys & girls will gradually face the problem of obesity.

Internet based deliverance of school work having no pessimistic & harmful consequences on learner's accomplishment or on learner's awareness of their erudition & knowledge. Internet based school work illustrate no indication of abatement in the coming era. According to (Johnson et al., 2000) usage of Internet have no considerable pessimistic consequences on learners. For Internet education & learning to be effectual, the children & learners requires being literate of technology, well-informed, determined, & extremely aggravated. Devoid of these qualities & attributes, the course knowledge of Internet is not going to meet up their objectives & requirements. It requires to be deeply besieged, almost certainly commencement with programs administrators, who usually having the maximum knowledge, skills, learning& probable experience to computer & internet technology. The technology of Internet gives an immense transaction of assurance. The learners inside the Internet based groupings in this research study did their best on school tasks, as compared those learners inside the classroom environment. According to (Johnson et al., 2000) the internet & technology requires modification to making persuaded its efficacy as a preparation modality for the greater part of childcare contributors.

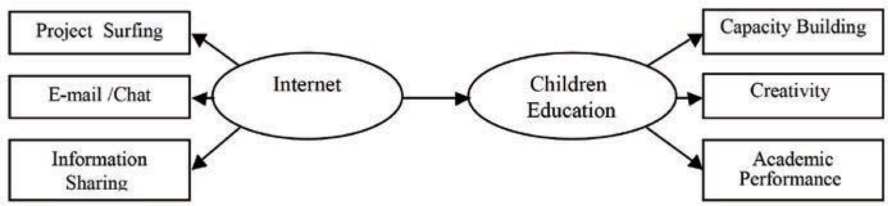
The MIE (Minimal Invasive Education) approach should be helpful equally in the western & the third world countries to deal with the dilemma of illiteracy & digital divide. According to (Dangwal et al., 2006) it has the ability to become a useful & efficient means of providing reasonably & economically deprived kids (equally school-going kids & out of school kids) with the prospects for increasing their education along with further valuable abilities.

By means of latest expertise & equipments being discovered on a daily basis, it is not possible to presumption what the subsequently exhilarating instrument & device inventive teachers will discover for their learning areas. Educational institutions are lucky for having teachers who are enthusiastic to search for innovative strategies these latest discoveries for improvement of education for their learners, enhancement of approach to latest information, expertise & equipments, furthermore to accommodate an assortment of students. According to (Bullock, 1994) educators & learners can achieve the advantages which these expertise & equipments have to recommend, assist the formation of the strategies that these expertise & equipments may be utilized, & be completely equipped to contribute in our prospected world which is full of the latest technology. Children may be they are boys or girls, are not be at variance in their broad & common purposes for usage of the computers & Internet. According to (Valkenburg and Soeters, 2001) the understandings with the Internet precise that sexual category symbolizes a foremost segregation in kids' inclinations for the Internet.

The research study illustrates that educational institutions can use Internet effectively & the current school structure & setting is disappointing by all points of analysis. According to (Wegner, Holloway and Garton, 1999) although with augmented support by the official administration & assistance by the educators & the Internet can endow with enormous advantages for kids. The research study accomplished that in Japan Internet was used generally for endorsement of computer education. It will be used for computer literacy & for all other subjects. According to (Akahori, 1999) sequentially to comprehend this objective, it is essential to link the use of Internet to set of courses, & improvement of lesson planning collectively with the activities of Internet practice moreover expansion of valuable objects. Following are the hypothesis of the research study.

H_1: Internet has significant effect on children education.

Conceptual Framework



Methodology

The method of quantitative research was used for this research study. The research study led a detailed and precise analysis on seven to fifteen years kids, usage of Internet likening boys and girls of dissimilar ages, as well as their upbringings. The research study investigates the outcome of the variables, usage of Internet & kids performing schoolwork with the help of computers and internet. Moderate category of interfering was used during data collection phase. Unit of analysis while doing the study was individual. Cross sectional sort of analysis was used for this study. The children response had been taken by dispensing questionnaires amongst them. In this research study collected data was uploaded on computer in a SPSS software for data analysis.

Population and Sample Size Determination

The targeted population of the study was 300 children having the ages of 7 and 15 years. The children were selected from six different schools located in different area of KPK, Pakistan namely (Beacon house, Edwards, Roots, Air, PAF and Forward) school system. The sample size was determined by the formula of (Yamane, 1967) i.e. $n=N/1+N*(e)^2$. The final sample was consisted of 171 students.

Sampling

Simple random sampling technique was used for data collection. Total 30 questionnaires were distributed in (Beacon house, Edwards, Roots, Air and PAF) school system and 30 in each return. The response rate was 100%. In Forward School total 21 questionnaires were distributed and 21 usable questionnaires were returned the response rate was also 100%. Total 147 respondents were boys and 24 respondents were girls having ages from their early 7 to 15years, although the majorities were in their 13 years to 15 years.

Data Collection

The questionnaires were distributed among children at classroom of the schools. It contained questions about the children's gender and age, frequency of computer use, frequency of Internet use, usage of Internet in doing schoolwork, their motives for using the Internet, and their experiences with the medium. Completing the questionnaire took about 10 minutes.

Measurement

The questionnaire was used as a data collection instrument that consisted of two parts. Part (I) was about participants demographic information and the second part was about internet usage and its impact towards children education based on (5-point) Likert Scale.

The questionnaires items were taken from the study of (Stoel and Lee, 2003; Davis, Bagozzi, and Warshaw's, 1989). The reliability scale was found (.810 and .780) for internet (9-items) and children education (4-items).

Result of the study

This unit of the research study discloses that the study has been accomplished over insertion of the vivid statistics and CFA's (confirmatory factor analysis) by the support of SEM (structure equation model).

Table 1

Descriptive analysis

Age * Gender Cross Tabulation

		Gender		
		Boys	**Girls**	**Total**
Age	**7-9 years**	16	17	33
	10-12 years	11	7	18
	13-15 years	120	0	120
Total		147	24	171

Amongst 171 respondents having the ages of 7-9 years were 16 boys and 17 girls, respondents with the ages of 10-12 years were 11 boys and 7 girls and with the ages of 13-15 years were only 120 boys. Total boys represent 147 of the total sample 171 and girls represent 24 of the total sample 171.

Class * Gender Cross Tabulation

		Gender		
		Boys	**Girls**	**Total**
Class	**Class Four**	4	6	10
	Class Five	10	4	14
	Class Six	11	14	25
	Class Seven	37	0	37
	Class Eight	85	0	85
Total		**147**	**24**	**171**

In class four total respondents were 10 in which boys were 4 and girls were 6. In class five total respondents were 14 in which boys were 10 and girls were 4. In class six total respondents were 25 in which boys were 11 and girls were 14. In class seven and eight all the respondents were boys and represents 37 and 85 respectively.

Table 3
Reliability

Measures	Constructs	Mean	SD	α
Internet	Surfing for projects	2.61	.221	**.810**
	Email/Chat	1.12	.151	
	Information Sharing	3.31	.359	
Children Education	Capacity building	1.30	.131	**.780**
	Creativity	1.14	.182	
	Academic Performance	2.21	.113	

Cronbach's α value of internet was .810 and children education was .780. Above .60, value of Cronbach's α is adequate and does not need elimination of the items from the questionnaire. (Sekaran, 2003).

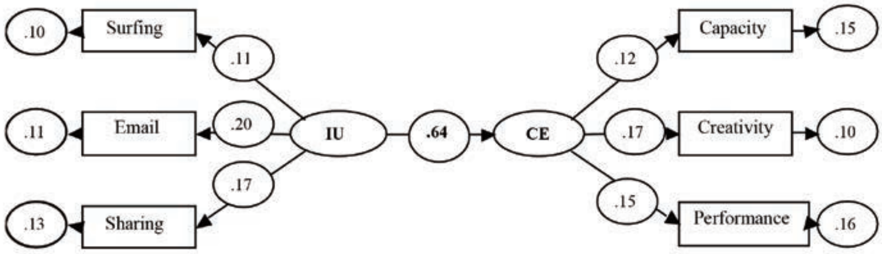
Validity and Confirmatory Factor Analysis

Data collection phase, initially, commenced by distributing questionnaire amongst 20 children of different schools. Appropriateness of the face validity is depicted by the clarity; comprehend ability of the questionnaire regarding its matter including its rational & reasonable order. Moreover, expert opinion and views of the experienced teachers has been acquired through their criticism on the questionnaire in order to find out whether it is appropriate for the purpose of data collection or some changes have to be made to the satisfaction.

Experts, in this regard, validated the statements of questionnaire's & contents with the addition that it owns utmost appropriation for data collection. Confirmatory factor analysis (CFA) was applied by using structure equation model (SEM) to execute the construct's validity. CFA analysis evinced exclusiveness of two variables i.e. internet usage and children education as good enough. As for the analysis of the study is concerned, seven fit indices for model fitness was slotted in, i.e. (X^2/d.f, CFI, RMR, GFI, RMSEA, AGFI and NNFI). Two factor models displayed the significant weight on their own constructs amongst all models (Usluel, Asker & Bas, 2008) all seven fit indices were in satisfactory ranges. Both the structure model analysis and the values of CFA analysis are given below:

Structural Model Analysis for Model 2 (Internet usage and children education)

Result of two factor model (internet usage and children education) is as follows:



Chi-Square =104.21, df =41, P-value =.000, RMSEA =0.07

Fit Index	Suggested Val	Actual Val
X^2/df	**<3.00**	2.5
CFI	**>0.90**	.94
RMR	**<0.10**	.06
GFI	**>0.90**	.92
RMSEA	**<0.08**	.07
AGFI	**>0.80**	.86
NNFI	**>0.90**	.91

Aforementioned table expresses the result of two factor model i.e. (internet usage and children education). According to (Usluel, Asker & Bas, 2008) the model was appraised through seven fit indices that evince all the values are in normal ranges. Besides, as the variables have their own considerable loadings hence further factor loading is not required.

Regression Analysis

The research study used multiple regression analysis to analyze impact of predictors on response variable. Regression model is as under:

Internet usage= α + β1children education + ε

Regression

Variables	B	SE (B)	B	T	Sig.
Step 1 (Constant)	1.121	.301	5.31	.000	
Internet*	.617	.040	.723	18.24	.000
Fnal model: F = 210.54,	**R = .64**	**AdjR² = .62**			

**p ≤0.01 Predictors (Internet) Response (children education)*

The direct path of internet usage towards kids education was (β=0.72, t=18.24, p<0.05). As a result alternate hypothesis was supported that specified that internet has significant positive effect on children education.

Discussion

This study focus on two factor model i.e. internet and children education. Researcher used SPSS software for data analysis. Result of the study reveals that the Internet plays a pivotal role in children creativeness, to support their societal, intellectual & personal development. Implementation of internet at school level is mandatory for long-term educational sector success. The hypothesis of the study was consistent with the previous study of (Dhangwal, Jha and Kapur, 2006; Jackson et al., 2006; Linebarger, Royer and Chernin, 2003). The study revealed 2-factor model hypothesized which contents of Internet usage and children education and were evaluated with structure modeling. All values of CFA were in acceptable range. Model testing reveals that internet usage has direct impact on children education and accounted for 64%variation in children education. Research study indicated that home Internet usage has no adverse effects on children's social or psychological outcomes, and has positive effects on their academic outcomes. The significance of Internet can be increased through understanding the positive features of using Internet. This study recommended that students should align their potential for significant and positive use of the Internet. Students must realize that the Internet is a medium of learning.

Basic Internet tools may be introduced to students in their early stages of education. Educational institutes should organize courses that build up internal capacity of students require to use Internet in efficient and effective way. The courses organized by Educational institutes should highlight the use of Internet research techniques and course materials should be situated on the Web to facilitate access by students. More research is needed to examine the generalizibility of these findings, to identify mediating mechanisms by which Internet use influences academic outcomes, and to develop and evaluate interventions designed to maximize the benefits of Internet use for children. This study suggests that parents should buy home computers and subscribe to internet access to provide educational opportunities for their children, and to prepare them for information age. Finally, it is recommended to study the increasing dominance of simulated worlds (vs. real world experiences) in children's daily experiences and their impact on children's developing identities and sense of reality are topics meriting serious attention.

Conclusion

The research study found that children use the Internet for various purposes specially for doing their schoolwork and assignments. The study's results also show that Internet plays a pivotal role in children creativeness, to support their societal, intellectual & personal development. The research study also found that the Internet is an important source for children to collect information for their schoolwork. The survey found that most of the kids use Internet and computers for doing homework, assigned by their educators. The study also describes that Internet benefits are greater as compared to its offline opportunities. The research study comprehensively investigated the key variables; Internet use and children doing homework/assignment on Internet. The results of the paper study clearly evident that there is strong and positive relationship between independent variable that is Internet use and dependent variable that is children doing schoolwork/assignment on Internet. In the research study the bivariate analysis showed that Internet positively effect on children education. Children take assistance from this media whenever they are facing difficulty in their subjects.

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Workplace Condition's Impacts on Emotionality of Children in Labour

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Rahim Ud Din Afridi* and Anwar Zeb******

The labour is the key to success. Hence, the labour in minor age can effect children's emotionality, which can further effect their socialization and maturation process negatively. The main objective of this study has been to analyse the worplace condition's impacts on emotionality of children in labour. For this purpose a number of 60 respondents were interviewed; they were the children involved in labour in the study region. These respondents were selected through purposive sampling technique within the district Kohat of khyber Pakhtunkhwa. The findings of the study have shown that on lesser number of respondents there were negative effects on their emotionality, which can not be ignored. It is recommended that the in order to socialize children well thwey shall be provided with the educational opportunities and favourable workplace environment, if they are forced by some compulsion to work/do labour in the minor age.

Keywords: *Workplace, Emotional, Children, Labour, Poblem*

Introduction

Emotionality is the observable behavioral and physiological component of emotion, and is a measure of a person's emotional reactivity to a stimulus (Reber & Reber, 2001). Most of these responses can be observed by other people, while some emotional responses can only be observed by the person experiencing them (Crawford et al., 1992).

Child labour is a very commonplace occurrence worldwide. Depending on the culture and geographical location, it can be a more widespread problem and can pose particular dangers to younger children. While there are many physical dangers related to child labour, the psychological effects are perhaps an even bigger problem that must be examined. One of the most problematic aspects of

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child labour is that it interrupts a child's education and cognitive development. There are children working full-time who do not attend school at all, which prevents them from developing necessary cognitive skills. Even children who work part-time while studying generally performs 12% lower than those children who can devote themselves fully to their education. The percentage is even lower for those children who work full-time and study. Working can also impact a child's social development because the child spends time doing labour instead of with peers in social play, learning how to interact properly (Gamble, 2013).

Edmonds and Pavcnik (2005) says that the low income, poverty, and poor educational institutions are the driving forces behind the prevalence of child labour worldwide. Child labour is a problem worldwide, but it particularly affects children in developing countries. Child labour is characterized by full-time work at too early of an age, and too many hours spent working. The work often exerts undue physical, social, or psychological stress, hampers access to education, and may be detrimental to social and psychological development. The ILO's Statistical Information and Monitoring Program on Child Labour recently estimated that 211 million children, or 18 % of children aged 5-14, are economically active worldwide. 60% of these working children live in Asia, and 23% live in sub-Saharan Africa. Most economically active children are employed in agriculture. For example, in Nepal, 85% of economically active children are in agriculture. In Cambodia, the rate is 73% while in Morocco it is 84%.

The pre-natal environment, early childhood environment, and health status of children are strong determinants of a child's intellectual development, educational success, and future health (Barker, 1994 & Marmot, 2000). Child labour often harms the physical, mental or social development of children (Know Child Labour, 2013). Child labour is both a cause and a consequence of poverty (ILO Magazine, 1997). End Child Labour (2013) pastes that the Child labour deprives a child of a proper childhood, child suffers physical and mental torture and child becomes mentally and emotionally mature too fast which is a dangerous sign.
Child labour deprives the child of a proper childhood. He is not able to get the nurture and care that is essential for his all round development. This may lead to many psychological imbalances which are often expressed in the form of increased aggressiveness, low self esteem etc. A child labourer remains uneducated and is unable to take care of his own family when he grows up. This forces him to make his children work and thus the cycle is perpetuated. Children reach mental and emotional maturity at a very early age. This is highly dangerous as such children start displaying pseudo adult behaviour such as smoking and displays of aggression (Indiaholic, 2010).

Methodology

The nature of the study is descriptive: it states the prevailing conditions of social phenomena under study i.e. child`s labour emotional impacts on children involved in labour in study area.

Universe of the Study: The universe of the study was the district kohat of Khyber Pakhtunkhwa province of the Islamic Republic of Pakistan**.**

Hypothesis of the study

Research hypothesis: The workplace conditions have significant negative effects on the emotional conditions of children involved in labour in the study region.

Alternate hypothesis: The workplace conditions have no negative effects on the emotional of children involved in labour in the study region.

Sampling and its procedure: The purposive sampling method was used for data collection. A sample of 60 respondents was selected at random. The town Jarma, Choongi city and University (Kohat University of Science and technology) chowk, shops and business places were selected for samples selection; random sampling was made in the urban Kohat. The respondents were male children having their age below 18 years as working labour in District Kohat; the respondents were selected irrespective of their ethnicities.

Data collection: Interview schedule was used for the data collection purpose. The collected data was classified, tabulated, analyzed and described in text form. The collected data was analyzed through SPSS (Statistical Package for Social Sciences) software.

Data Description and Analysis

The data in Table 01 to Table 03 is related to the general demographic information of the respondents. While from Table 04 to Table 11, the data is directly related to the study objective. The description and analysis of the data is as following:-

Table-01 shows that out of total 60 (100%) respondents, 3 (5%) were of the age-group05-10 years, 27 (45%) were of the age-group 10-15 years and 30 (50%) were of the age-group 15-17 years. The majority of the respondents were within the age group of 15-17 years.

Table-02 shows that out of total 60 (100%) respondents, 57 (95%) were Pashtun by ethnicity, 1 (1.7%) were Sindhi by ethnicity and 2 (3.3%) were Afghan Mahajir by ethnicity. The majority of the respondents were Pashtun by their ethnicity.

Table-03 shows that out of total 60 (100%) respondents, 5 (8.3%) family type was nuclear, 50 (83%) family type was joint and 5 (8.3%) family type was extended. The majority of the respondents belonged to joint family system.

Table-04 shows that out of total 60 (100%) respondents, 46 (76.7%) were called by their real names by the employer of in at the workplace and 14 (23.3%) were called by their nick names. The majority of the respondents were called from their real names, hence the researcher assumes it effects the children's emotionality positively.

Table-5 shows that out of total 60 (100%) respondents, 9 (15%) responded that the attitude the owner of their workplace toward them was normal, 8 (13.3%) responded that the attitude of the owner of the workplace toward them was aggressive, 1 (1.7%) responded that the attitude of the owner of the workplace toward them was soft, 4 (6.7%) responded that the attitude of the owner of the workplace towards them was rageous and 38 (63.3%) respond that the attitude of the owner of the workplace towards them was variational. The findings in the Table show that the majority of the workplace owners werehaving normal attitude with respondents. Hence, few respondents were saying that the workplace owners attitude was rageous i.e. not normal. Ans a significant number of respondents were saying that the workplace owners attitude was variational i.e. sometimes it was good and some time it was harsh.

Table-6 shows that all of the 60 (100%) respondents behave normally. It was the researcher's own observation that the respondents were talking and behaving normally.

Table-7 shows that out of total 60 (100%) respondents, 20 (33.3%) had phobia and 40 (66.7%) had not any type of phobia. On the question, the respondents though they were not in majority, hence still significant number of them have shared that they experience phobia, which may be or may not be caused due to their workplace conditions.

Table-8 shows that out of total 60 (100%) respondents, 59 (98%) were mentally satisfied and 1 (1.7%) were not satisfied mentally. The data shows that majority were mentally satisfied, hence there were also respondents who were not satisfied; they can not be ignored.

Table-9 shows that all of the 60 (100%) respondents respond that their mental conditions were normal. The Table supports the findings of Table 06, which has shown that the respondents behave normally. The complete sample responded that their mental conditions were normal.

Table-10 shows that out of total 60 (100%) respondents, 56 (93.3%) respond that they felt inferiority complex by comparing themselves with people of same age group who were not involved in such labours, 3 (5%) responded that they felt revengeful thoughts about society by comparing themselves with people of same age group who were not involved in such labours and 1 (1.7%) responded that they were satisfied by earning enough money in such labour. This Table's findings show that significant majority of the respondents were experiencing the inferiority complex, which expresses their emotional disturbance. This also expresses their personality's distortions.

Table-11 shows that out of total 60 (100%) respondents, 57 (95%) respond that their learning/socialization was normal 3 (5%) respond that their learning/socialization was not normal. The majority of the respondents were satisfied from their learning/socialization, hence very few expressed their socialization/learning as being not normal, which still can not be ignored.

Conclusion and Recommendations

The data findings show that in the study region, the workplace conditions were favourable to the children involved in labour. Hence, there was also a number of respondents who were not much satified and were experiencing different types and forms of problems, which seemed that it has had affected their emotional state. The findings of the study has revealed that the Research Hypothesis "The workplace conditions have significant negative effects on the emotional conditions of children involved in labour in the study region" stood as untrue, therefore refuted. While the Alternate hypothesis that "The workplace conditions have no negative effects on the emotional of children involved in labour in the study region" have been proven as true, therefore accepted. In light of the findings, it is recommended that the children may be given fullest opportunities of socialization, education and noursihment by the society and state. The children who due to any compulsion are working in their age of minority as employee, their workplace environment may be made conducive for them.

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Primary Data Tables

Table 1: ***Age group of the respondents***

Age-Groups		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	5-10 years	3	5.0	5.0	5.0
	10-15 years	27	45.0	45.0	50.0
	15-17 years	30	50.0	50.0	100.0
	Total	60	100.0	100.0	

Table 2: ***The ethnicities of the respondents***

Ethnicities		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Pashtun	57	95.0	95.0	95.0
	Sindhi	1	1.7	1.7	96.7
	Afghan Mahajir	2	3.3	3.3	100.0
	Total	60	100.0	100.0	

Table 3: ***The family types of the respondents***

Family Type		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Nuclear	5	8.3	8.3	8.3
	Joint	50	83.3	83.3	91.7
	Extended	5	8.3	8.3	100.0
	Total	60	100.0	100.0	

Table 4: ***The names from which the respondents are called by the employer at workplace***

Names from which the respondents		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	by their real names	46	76.7	76.7	76.7
	by their nick names	14	23.3	23.3	100.0
	Total	60	60	100.0	

Table 5: ***Attitude of the owners' of the workplaces towards the respondents***

Attitude of The Owners'		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Normal	9	15.0	15.0	15.0
	Aggressive	8	13.3	13.3	28.3
	Soft	1	1.7	1.7	30.0
	Rageous	4	6.7	6.7	36.7
	Variational	38	63.3	63.3	100.0
	Total	60	100.0	100.0	

Table 6: ***Respondents normal behaving status***

Normal Behaving		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	60	100.0	100.0	100.0

Table 7: ***Status of respondent's having any type of phobia***

Type of Phobia		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	20	33.3	33.3	33.3
	No	40	66.7	66.7	100.0
	Total	60	100.0	100.0	

Table 8: ***Mental satisfaction status of the respondents***

Mental Satisfaction		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Satisfied	59	98.3	98.3	98.3
	Not satisfied	1	1.7	1.7	100.0
	Total	60	100.0	100.0	

Table 9: ***The mental condition of the respondents***

Mental Condition		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Normal	60	100.0	100.0	100.0

Table 10: ***The feelings of the respondents by comparing their conditions with other people of same age group not involved in such labours***

Feelings of The Respondents		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Feel inferiority complex	56	93.3	93.3	93.3
	Feel revengeful thoughts about society	3	5.0	5.0	98.3
	Are satisfied by earning enough money	1	1.7	1.7	100.0
	Total	60	100.0	100.0	

Table 11: ***Respondents learning/socialization is either normal***

Respondents' Socialization		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	57	95.0	95.0	95.0
	No	3	5.0	5.0	100.0
	Total	60	100.0	100.0	

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Impact of Technological Change on Faculty of Educational Institutes: A Study of D.H.A., Karachi

Rabeel Shaikh*, Muhammad Shaiq**
and Akhlas Ahmed***

Nowadays technology has extended into many fields and is helping each individual in some sort of way, although it seems complicated in nature. Technology of learning to "do" is considered a major way of understanding and learning what is technology and what it means to us. In academic institutions, it means a necessary required change in our teaching behavior and imply the new designs of teaching methods so as to give details of result processing in the world of rapid changing technology. Details of such processes are taught and sought in classroom or lab's instructional settings which enhance the problem solving skills of teachers. It is of no wonder in few past years a wave has flooded the academic institutions known as "experiential learning". Many universities at national level have supported the institutions in which they were required to implement and develop technology learning methods in all of their curriculum and all of the disciplines. To encourage, motivate and inspire such practices are funded which are made available from various sources. The allocation of resources for this latest methodology are not enough and meager to grab the mentioned goals. Some colleges in Pakistan raise funds to make thee type of changes essential in their institutions. This study focuses on the Impact of Technological Change on Faculty of Educational Institutes in DHA, Karachi.

Key Words: *Technological Change, educational institutes, Open & Distance Learning, I.T. Teaching Faculty.*

Introduction

Research Overview

This research paper is based on the difficulties faced by the faculty of educational institutes in Karachi, the particular focus is on the higher education institutes in the area of D.H.A., Karachi. It has been observed that every

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organization nowadays, whether educational or non – educational, go through changes, specifically in terms of technology. An increasing number of growth in the laptops and computer in school, universities and colleges have been seen worldwide (Brown, 2008). It can be seen that in Karachi laptop in college and universities are a recent phenomenon in which faculty does not seem to have any experience in the integrating and teaching side of Information and Communication Technology. This thesis will explore what changes have technology brought in the computing atmosphere and how the faculty is willing to integrate the Information and communication technology in their teaching of innovations theory (Rogers, 1962)

Objective

The objective of the study is:

- To analyze the impact of technological change onthe faculty of Educational Institutes
- To see the potential of information and communication technology in the learning environment of the Faculty
- To see the effects and implementation of computing in Academic Institutes
- How faculty integrates Information and Communication Technology in their educational institutes
- To educate teachers to meet the technology standards

Limitation

The study is limited to certain parameters like every single research. Our study is limited to a specific sample size i.e the faculty of educational institutes in D.H.A. Karachi. As per the researches Kay (2006) talks about the studies which has taken place, and says “poor data, vague sample, small samples and absence of statistical analysis contribute to limitations”.

Literature Review

The workforce nowadays is experiencing a vibrating change ingenerational face,a minor modification in a structure inflicts seriousmanagement repercussions for organizations which have an employee base of older individuals i.e. normally 40 years or more (CompTia, 2013). It is believed in USA that the millennial/ Generation Y (20-34 years) will soon replace the baby boomer generation (Over 50 years old). The generation compressed in the middle is the Generation X(35 – 49 years old). Generation X considers them self tobe in a very strange position (CompTia, 2013).

Debatably the most educated generation so far is Generation Y. It is generation Y that pursues advanced degrees on a much higher rate than the generations passed before them.(Blain 2008; Erickson 2008; NAS 2006). It is happening now only that the women are graduating more in comparison to the men.This additionally illustrates the turn in the trend of education and further in trends of workplace.

The three essential resources required by any industry are raw materials, manpower and machinery. An Industry is the force that drives a country's economy which is now being taken over by the development and technology so that industries can compete in international markets. The manpower must be skilled and enhance their skills further through training to attain accomplishment for creating the final product (Saglam and Oral, 2010). Similar is expected in the field of education where the manpower is the faculty and the final product is the student. A teacher needs to be completely trained and skilled in what he teaches and technology is one element he needs to be an expert at, especially in the world we live in. Three important elements needed by industry can be listed as, raw materials, manpower and machine power.

The use of technology is increasing day by day especially in educational institutions which is very much required now in educational systems. E learning has provided vibrant and proactive learning environment due to which it has been considered as outburst of the knowledge economy to deliver and sustain flexibility and cost efficiency in learning (Menchaca et al., 2003). The increase of the concept of e – learning in education is assumed to be the most useful change especially in Open and Distance Learning (ODL) in several countries. The conventional system of education has changed in last two decades. The change has taken place gradually. This change in technology has taken place to improve the quality and suppleness of the system of delivering education which has always been the concern of working adult learners.

In terms of improving the pace and sophistication of the delivery of teaching and learning in universities, it has become a very complex process to manage the entire process of change specifically for open and distance institutions (Bates, 2000).

Pressurizing faculty for change in the field of education has become considerably common. Developed and developing countries, both have taken imitatives in their systematic education reforms. The pressures are being significantly imposed in different nations yet a very little empirical literature is available on teacher's leaning and change processes which means more analysis is required specifically in the field of teaching (Peck, Gallucci, Sloan and Lippincott, 2009). Pec, Gallucci, Sloan and Lippincott in their study came up with a conceptual framework to systematize their process of organizational learning and the change experienced by the teachers in the field of education. The most important assumption of the model emphasizes the useful interdependence of individual and shared learning processes, and further takes in particular consideration the process of "mediation" of learning through appropriation and transformation of conceptual and material tools.

Computers are now very commonly used in our daily lives and most of the activities involve technology. This uprising computer field has also influenced the education sector to a great level. Technology specifically computers have allowed course work to be finished off easily, and also proper degree programs are nowadays offered online. Students nowadays are digital immigrants i.e. they are born with the computers and therefore have sufficient computer skills essential to adjust to the changes in technology. Stress related to technology can influence students and teachers, both. This sort of stress as first introduced in the year 1980.

Methodology

Data Collection

A structured questionnaire was designed based on the research need to gather the required data for analysis. Primary data was collected through questionnaire survey.

Sample Size

The sample size is of 60 faculty members from various institutes in D.H.A.

Sampling Technique

The sampling technique used was convenience sampling where respondents teaching in educational institutes of DHA and using technology for the purpose were taken as a sample.

Data Analysis

Data will be analyzed through a statistical technique of Simple Linear Regression to cross-examine the data and hypothesis.

Hypothesis

H1: There is a significant impact of technology on the faculty of educational institutions

Data Analysis

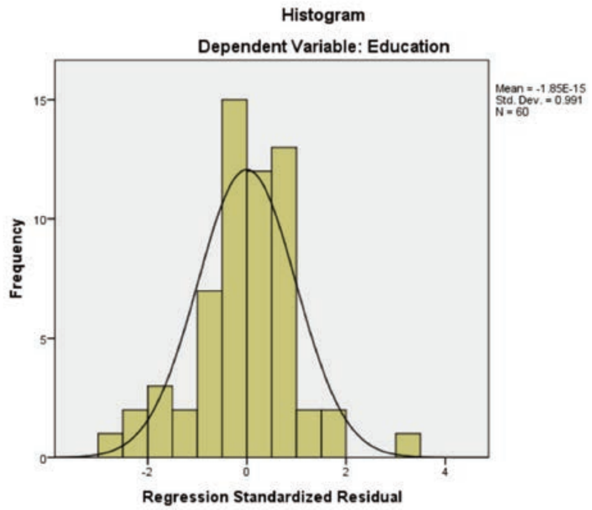
Data Reliability

Reliability Statistics

Cronbach's Alpha	N of Items
.664	2

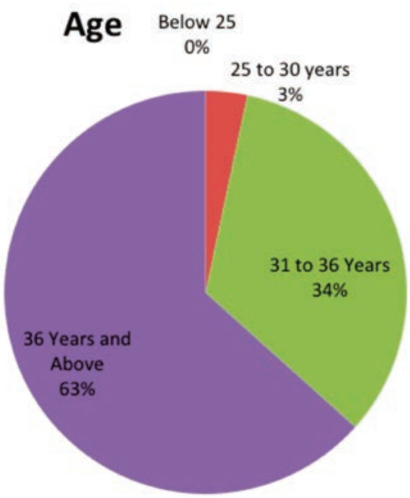
The Cronbach alpha in this case is 0.664 which tell us that data is reliable by 66.4 percent.

Data Distribution



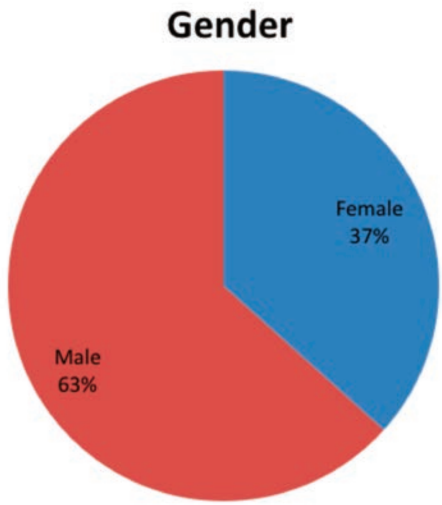
The technique applied is simple regression as the data is parametric. The graphs above show that the data is normally distributed and the sample size chosen is 60 which fulfills the requirement of parametric data.

Interpretation of Data



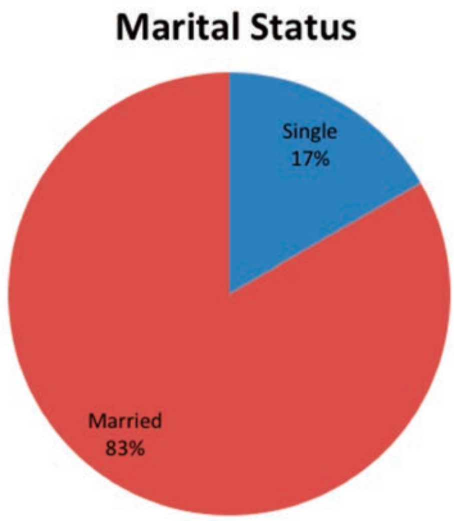
Below 25	0
25 to 30 years	2
31 to 36 Years	20
36 Years and Above	38

The majority of the respondents were 36 years old and above', i.e. around 63 percent people whereas only 2 respondents were between the age of 25 to 30 years. Around 33 percent of the respondents were between 31 to 36 years old.



Female	22
Male	8

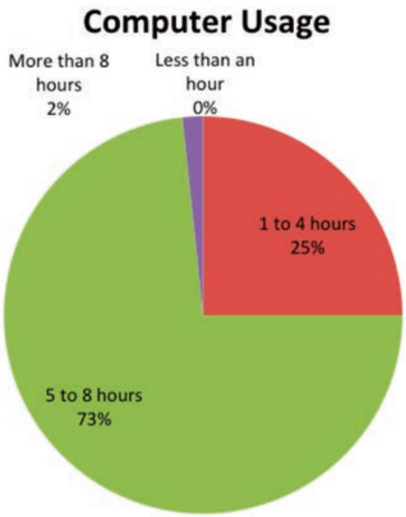
The ratio of gender was almost equally distributed where 63 percent of the respondents were males and 7 percent were female respondents.



Single	10
Married	50

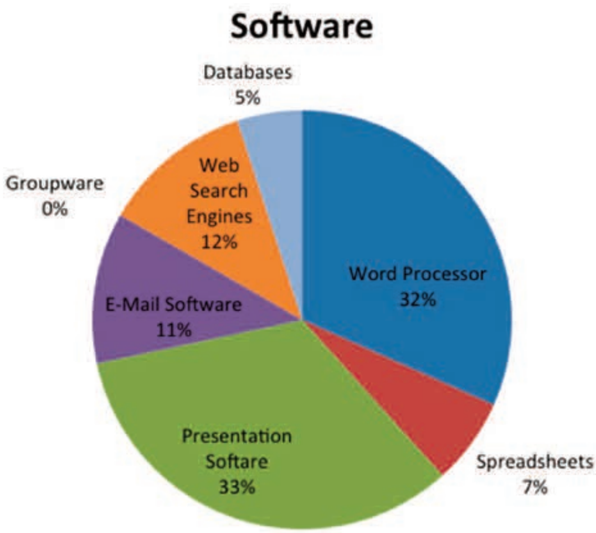
Most of the respondents were married, i.e. 83 percent of the respondents, whereas 10 respondents ,i.e. 17 percent of the respondents, were single.

For what length of time per day do you use a computer for work, on average?



Majority of the respondents, i.e. 227 percent, have used social media for business purpose for 1 – 2 years whereas only 14 percent have used it for 2 -3 years and 25 percent have used it for more than 3 years. Only 6 percent of the respondents were those who have used social media for less than a year

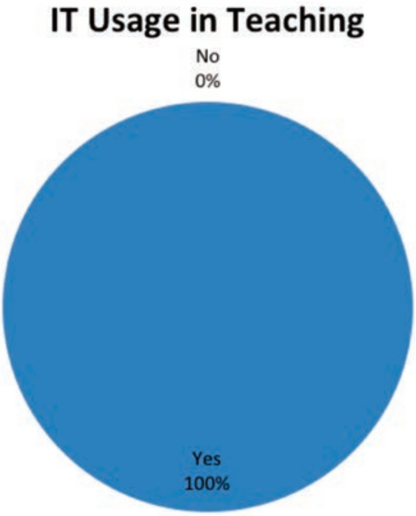
Select a software from the list below that you are confident you can use well?



Word Processor	19
Spreadsheets	4
Presentation Software	20
E-Mail Software	7
Groupware	0
Web Search Engines	7
Databases	3

Around 32 percent of the respondents are confident in using MS word well whereas 33 percent respondents are confident in using the presentation software. The 12 percent of the respondents use Web search engines well and 11 percent of the respondents use the e mail software well. There are 7 percent respondents who use spreadsheets well and the remaining 5 percent respondents are good at using groupware.

Do you use IT in teaching?



Yes	60
No	0

All respondents use IT while teaching. There was no single faculty member who do not use IT in teaching.

Findings and Interpretation of Results

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.498[a]	.248	.235	.54078

a. Predictors: (Constant), Technology
b. Dependent Variable: Education

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5.584	1	5.584	19.094	.000[b]
	Residual	16.962	58	.292		
	Total	22.546	59			

a. Dependent Variable: Education
b. Predictors: (Constant), Technology

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.498	.450		3.326	.002
	Technology	.469	.107	.498	4.370	.000

a. Dependent Variable: Education

The technique applied here is the regression analysis which helps us reach to findings that social media has an impact on work media.

The variation in the dependant variable is defined by 49.8 percent. The sig value for technology is 0.00 which is less than 0.05 therefore we reject the null hypothesisand fail to reject the alternate hypothesis i.e. There is a significant impact of technology on faculty of educational institutes.

Findings and Interpretation of Results

Hypothesis	Conclusion
H1: There is a significant impact of technology on the faculty of educational institutions	We fail to reject the alternate hypothesis

Conclusion

Findings

There is a significant impact of technology on the faculty of educational institutions. This means that the level of motivation of learning about new technology highly depends on the age of the faculty. It is concluded from the results that people who are digital migrants face slight difficulty in using advanced technology for the purpose of teaching. In such cases the individuals use technology to fulfill the educational requirements which is limited i.e. approximately 1 to 4 hours. But it was also seen that individuals somewhere in the age of 30s tend to use technology a little better for educational purposes and so their time spent with technology is greater than four hours. A common belief, found, of the faculty of all ages is that they do not deny the fact of learning to use technology for teaching as they understand the importance of digitalization nowadays. The only difference is the level of motivation due to the time factor.

Limitations

The sample chosen was very small and based only on the faculty of educational institutes in D.H.A Karachi. There are chances of obtaining a better result in future if a larger sample is taken into account where the educational institutes from all major areas of Karachi are taken into observation.

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