



SUPERIOR
UNIVERSITY

ICMR
16th International Conference
on Management Research

16th ICMR

Sustainable Tourism Management in the Era of Digitalization:

Trends, Challenges, and Innovative Solutions

CONFERENCE PROCEEDINGS 2025

17th - 24th October 2025

Pakistan Lahore Chapter

In Collaboration with

New
Uzbekistan
University



Asia
International
University

Foreword

ICMR 2025

The Superior University, in partnership with New Uzbekistan University and Asia International University proudly invites scholars, researchers, practitioners, policymakers, and students to participate in the 16th International Conference on Management Research (ICMR 2025). This year's conference focuses on the critical intersection of Sustainable Tourism Management and Digital Transformation, providing a platform for global dialogue on innovative solutions, emerging trends, and pressing challenges shaping the tourism industry in a rapidly evolving digital world. Our collaboration with New Uzbekistan University has significantly enriched the academic quality of the conference. The active participation of distinguished academics, industry experts, and students created dynamic discussions, bringing depth to debates on sustainable tourism, digital innovation, and contemporary management challenges. These proceedings capture the intellectual rigour, scholarly contributions, and innovative spirit of ICMR-2025. We hope this volume serves as a valuable reference for future research, policy development, and practice in tourism management and digital transformation.

Patron's Message

It gives me immense pleasure to extend my warmest greetings on the occasion of the 16th International Conference on Management Research (ICMR), being held for the very first time on an international platform in Uzbekistan. This milestone reflects our vision of transcending boundaries, building global academic linkages, and promoting meaningful dialogue among scholars, researchers, policymakers, and practitioners. The chosen theme, "Sustainable Tourism Management in the Era of Digitalization: Trends, Challenges, and Innovative Solutions," is both timely and relevant. As the world continues to recover from unprecedented global challenges, tourism stands as a vital industry that not only supports economies but also fosters cultural exchange and understanding. Digitalization, meanwhile, is reshaping how we experience, manage, and sustain tourism worldwide. This conference aims to explore innovative strategies that ensure tourism's growth aligns with principles of sustainability, inclusivity, and technological advancement. I am confident that this gathering will serve as a catalyst for new ideas, collaborative research, and actionable insights that address both local and global challenges. I look forward to witnessing the impactful discussions and outcomes that will emerge from this landmark event.

Prof. Dr. Sumaira Rehman

Rector, The Superior University

Dean's Message

It is a matter of great pride to announce that the 16th International Conference on Management Research (ICMR) will be hosted for the first time internationally in Uzbekistan. This milestone is a testament to Superior University's commitment to fostering global academic collaborations and creating platforms where knowledge transcends borders. The theme of this year's conference, "Sustainable Tourism Management in the Era of Digitalization: Trends, Challenges, and Innovative Solutions," reflects our dedication to addressing issues that are not only academically significant but also vital for shaping resilient societies and economies. Tourism, being one of the fastest-growing global industries, requires innovative frameworks to balance growth with sustainability. With the power of digital transformation, we now have the opportunity to reimagine tourism as a driver of inclusive development, cultural preservation, and economic prosperity. ICMR 2025 provides a unique opportunity for researchers, policymakers, industry experts, and academicians to engage in meaningful dialogue, share cutting-edge research, and develop actionable solutions that can influence policy and practice worldwide. I firmly believe that this conference will open new avenues for international partnerships and inspire collective efforts for a sustainable future.

Dr. Sami Ullah Bajwa

Dean Faculty of Business Management Sciences



Prof. Dr. Nadia Nasir
Professor / Director Post Graduate
Program of Business Administration

Conference Chair's Message

It is a distinguished honour to welcome you to the 16th International Conference on Management Research (ICMR 2025), being hosted for the first time internationally in Uzbekistan. This significant milestone marks an important progression in the evolution of ICMR and reflects the Faculty of Business and Management Sciences' unwavering commitment to strengthening global academic engagement and advancing cross-cultural knowledge exchange. The conference theme, "Sustainable Tourism Management in the Era of Digitalization: Trends, Challenges, and Innovative Solutions," underscores our collective resolve to address critical issues at the intersection of sustainability, technological transformation, and tourism development. In collaboration with New Uzbekistan University and Asia International University, this conference convenes leading scholars, industry experts, and policymakers to deliberate on emerging trends and propose evidence-based, future-oriented strategies. I am confident that the scholarly contributions and partnerships cultivated through ICMR 2025 will generate meaningful impact and advance academic and professional practice globally.



Dr. Mahwish Zafar
Director CARBS Policy Lab

Conference Manager's Message

I am delighted to share that the 16th International Conference on Management Research (ICMR 2025) will be held for the first time beyond our borders, in Uzbekistan, marking a remarkable expansion of ICMR's global footprint. Hosting this prestigious event internationally highlights the Faculty of Business and Management Sciences' commitment to building meaningful academic bridges and promoting research-driven dialogue across continents. The conference will revolve around the theme, "Sustainable Tourism Management in the Era of Digitalization: Trends, Challenges, and Innovative Solutions." This focus reflects the growing need to harmonize digital advancements with sustainable tourism practices. In an industry that shapes economies and cultures worldwide, rethinking tourism through a lens of innovation, sustainability, and responsibility has become more essential than ever. Our collaboration with New Uzbekistan University and Asia International University transforms ICMR 2025 into an influential gathering where researchers, practitioners, and policymakers can collectively explore emerging trends and co-create solutions for the future of global tourism. As a Conference Executive, I look forward to the fresh perspectives, research contributions, and strategic partnerships that will emerge from this year's discussions. ICMR 2025 promises to catalyze new ideas and impactful collaborations that will benefit both the academic and professional community worldwide.

ICMR 2025

Lahore

Chapter

Conference Program

The opening session comprises the formal welcome, introductory remarks, inaugural address, and Guest of Honor speeches. It establishes the conference's objectives, underscores its significance, and frames the central theme of ICMR-2025.

Conference Program-Lahore Chapter

Day-1 Saturday 4 October 2025

08:30 – 10:00 | Registration & Networking Tea

- Arrival of guests and participants
- Registration desk & distribution of conference kits

10:00 – 10:30 | Opening Ceremony

- Recitation from the Holy Qur'an (Qirat)
- National Anthem

10:30 – 10:40 | Welcome Address by Conference Chair (Prof. Dr. Nadia Nasir)

- Introducing the theme and objectives of the conference

10:40 – 10:55 | Remarks by Pro-Rector (Prof. Dr. Mohammad Nizamuddin) (Sitara-i-imtiaz)

- Contextualizing the conference within academic and industry needs

10:55 – 11:05 | Keynote Speech by Vice Chancellor of AIOU Islamabad, (Prof. Dr Nasir Mahmood)

- Visionary perspective on management research and academia's role

11:05 – 11:15 | Keynote Speech by Vice Chancellor of ITU, (Prof. Dr. Adnan Noor Mian)

- Visionary perspective on management research and academia's role

11:15 – 11:25 | Keynote Speech by Vice Chancellor, GC Women University, (Prof. Dr. Shazia Bashir)

- Visionary perspective on management research and academia's role

11:25 – 11:45 | Address by the Director General Farhang, Iran (Dr. Asghar Masoudi)

- International perspective and collaboration opportunities

11:45 – 11:55 | Address by Minister

- Emphasizing the significance of research and innovation for Pakistan

11:55 – 12:05 | Keynote Speech by Vice Chancellor, Nur International University (Prof. Dr. Farooq Anwar Bajwa)

- Distinguished national and international speakers on the theme of *Sustainable Tourism Management in the Era of Digitalization*

12:05 – 12:25 | Keynote Session (Dr. Kamran Moosa)

- Distinguished national and international speakers on the theme of *Sustainable Tourism Management in the Era of Digitalization*

12:25 – 01:10 | Panel Discussion: Moderator: Dr. Saud Farooq,

Panelists: Mr. Asim Raza, Mr. Nauman Arshad Sheik, Mr. Main Abdur Rasheed, Mr. Ali Shehzad, Miss Asma Chisty

- Theme: *Strengthening Regional Cooperation for Sustainable Tourism and Cultural Exchange*

- Panelists: Academic leaders, industry experts, and policymakers

- Moderator-led discussion with Q&A

01:10 – 01:25 | Closing Reflections & Vote of Thanks by Dean Dr. Sami Bajwa

- Summary by Session Chair
- Acknowledgments of partners, sponsors, and participants

01:25 – 02:00 | Group Photograph & Refreshments

ICMR 2025

Lahore Chapter

Presentation Paper Sessions Day 2

The paper presentation sessions at the Lahore Chapter of ICMR-2025 span six thematic areas: media, digital technologies, and social transformation in Pakistan; sustainability, technology, and investment decisions; leadership, human resource management, and organizational dynamics; and digital transformation, human capital, and sustainable futures. These sessions present rigorous research, innovative approaches, and evidence-based insights that advance contemporary understanding in management, technology, and organizational studies. Each session is chaired by distinguished academics, ensuring scholarly rigor, meaningful dialogue, and the dissemination of high-quality research.

Session 1: Media, Digital Technologies, and Social Transformation in Pakistan

Time: 12:00 PM-3:30 PM

Session Chair: Dr. Nasir Khan | **Co-Chair:** Dr. Sajid Hussain

Sr	Authors	Research Paper Title
1	Maham Akhtar	Measuring consumer perception of AI-generated digital advertisements: A survey-based study in Lahore
2	Atizaz ul Hassan	The role of media in shaping public perception and influencing government policy on climate change: A critical analysis
3	Ayesha Sana Aslam	Degree for dowry: Media representations and audience perceptions of women's education in Pakistan
4	Khadija Mastoor	Analyzing the impact of digital media on civic participation among female university students in Punjab, Pakistan
5	Khushbakht Zaman	Tourism in transition: How digital technologies reshape sustainability challenges and solutions
6	Zee Biag	Facebook in the tourism ecosystem of Lahore: A study of its impact on sustainable destination management
7	Qurat Ul Ayne	The influence of social media on traditional matchmaking practices and its relationship with the rising trend of late marriage in Pakistan

Session 2: Media, Digital Technologies, and Social Transformation in Pakistan

Time: 12:00 PM-3:00 PM

Session Chair: Dr. Nasir Khan | **Co-Chair:** Dr. Sajid Hussain

Sr	Authors	Research Paper Title
1	Aamina Mehmood	Framing climate resilience on social media: exploring disaster awareness communication for sustainable tourism in Pakistan
2	Ammar Sattar	Media literacy and trust in AI-generated Facebook videos: A quantitative study of Pakistani youth
3	Ayesha Masood	Graphic design and sustainable tourism: Visual communication for responsible travel
4	Javarria Qais Joiya	Use of digital media for sustainable tourism in the context of SDGs: A case study of Pakistan
5	Khaizran Batool	Climate change and tourism in Pakistan: Challenges, adaptation, and policy implications
6	Sadaf Zubair	Tourism disruption from cloudbursts in Pakistan: Facebook's role in crisis communication and climate adaptation
7	Syed Sumama	YouTube travel vlogging and sustainable tourism: A content analysis approach

Session 3: Sustainability, Technology, and Investment Decisions

Time: 12:00 PM-3:00 PM

Session Chair: Dr. Haroon Hussain | **Co-Chair:** Dr. Hira

Sr	Authors	Research Paper Title
1	Mansoor Ali	The role of artificial intelligence adoption, financial literacy and risk perception in investment decisions: Moderating effects of investment experience and overconfidence
2	Hina Khalid	Factors affecting green entrepreneurial intention among female entrepreneurs in Pakistan
3	Khurram Shehzad	Impact of green management practices on organizational performance in medium to large enterprises

Session 4: Leadership, HRM, and Organizational Dynamics

Time: 12:00 PM-3:00 PM

Session Chair: Dr Zeeshan Shaukat | **Co-Chair:** Muhammad Naeem Shahzad

Sr	Authors	Research Paper Title
1	Adil Fareed	Impact of job design on employee engagement in the financial services industry of Pakistan
2	Muhammad Ibrahim	Feasibility Study of mass adoption of e-bikes as a sustainability initiative in Pakistan's urban transport
3	Ali Raza	Impact of partial cement replacement with fly ash on the sustainability of concrete in Pakistan
4	Arooj Sarwar Khan	The impact of inclusive safety policies on sustainable productivity with the mediation of employee engagement, employee well-being, and perceived organizational support in the construction industry of Pakistan
5	Ibrar Israr	Impact of internet of things on quality improvement in the apparel industry of Pakistan
6	Laiba Arshad	Barriers in career progression: case of female employees in the service sector of Pakistan
7	Maham	The impact of artificial intelligence (AI) on talent acquisition efficiency with the moderating role of candidate experience in the corporate sector of Pakistan

Session 5: Leadership, HRM, and Organizational Dynamics

Time: 12:00 PM-3:00 PM

Session Chair: Dr Zeeshan Shaukat | **Co-Chair:** Muhammad Naeem Shahzad

Sr	Authors	Research Paper Title
1	Nourine Shehzadi	Factors affecting the well-being of female employees and treatment quality in the healthcare sector of Pakistan
2	Zaib Zafar	Impact of quality of work life on well-being of female employees: A case of the education sector in Pakistan
3	Shahzeb Dar	The impact of human resource management practices on employee engagement with the moderating effect of supervisory behavior
4	Abdul Waheed	Measuring the quality of education: A case of private and public universities of Lahore
5	Fajar Iqbal	Impact of data-driven quality management practices on process optimization and healthcare service quality: A case of Shalamar hospital, Lahore, Pakistan
6	Muhammad Suleman Raza	The role of OHS in environmental sustainability (SDG-13) in the surgical instrument manufacturing industry of Pakistan.
7	Muhammad Iqbal	Impact of digitalization on employee productivity in dairy industry of Pakistan

Session 6: Digital Transformation, Human Capital, and Sustainable Futures

Time: 12:00 PM-3:00 PM

Session Chair: Dr. Waqas Khan | **Co-Chair:** Dr. Arab ul Mateen

Sr	Authors	Research Paper Title
1	Shahbaz Hanif	Cognitive computational bias and digital investment behavior: Mediation of trust in technology through the lens of TAM
2	Ghulam Mustafa	Crafting innovation in the age of AI: The role of AI-Enhanced job crafting, creative self-efficacy and AI capabilities
3	Areeb Mustafa	How NPC affect video games' branding
4	Muhammad Safaqat Rasool	Investigating the impact of algorithmic ad personalization on unplanned buying through customer engagement
5	Muhammad Boota	Evaluating the impact of dark personality traits on innovation failure through a moderated mediation model
6	Syed Aneeqa Touseef	Emotional Engagement as a mediator between virtual influencer storytelling and customer emotional connection, narrative transportation theory perspective
7	Arooj Imran	Investigating entrepreneurial passion as a resource against burnout: Mediating role of work-life balance in driving SME business success
8	Syed Shakeel Hassan Shah	The impact of charismatic leadership on faculty teaching performance: Mediating roles of autonomous motivation and job satisfaction in public sector universities
9	Muhammad Hashim Husnain Raja	Strategic integration of environmental concerns and green consumer trends in CR initiatives: A qualitative study of organizations in smog-affected Lahore
10	Hassnain Tariq	Agile and resilient supply chains for sustainable performance in Pakistan's manufacturing sector

11 Arslan Khalid The impact of digital entrepreneurial education on entrepreneurial intentions of university students

12 Nimra Nazar The dark side of big data: Cognitive overload and fatigue pathways in operations

13 Tahir Ali The Influence of self-creativity in organizational & its impact on employees' innovative work behavior and performance

ICMR 2025

Lahore

Chapter

Paper Abstracts Presentation

The abstracts presented in this section highlight the scholarly contributions shared at the Lahore Chapter of ICMR-2025. They reflect rigorous research, innovative approaches, and insights across sustainable tourism and digital innovation.

Session 1

Media, Digital Technologies, and Social Transformation in Pakistan

Measuring Consumer Perception of AI-Generated Digital Advertisements: A Survey-Based Study in Lahore

Maham Akhtar¹, Shamsa Hafeez², Ainy Hafs³

Superior University Lahore, Pakistan^{1,2,3},

Abstract

Artificial Intelligence (AI) has increasingly transformed the advertising industry by enabling personalized and data-driven digital advertisements. This study investigates consumer perception of AI-generated digital advertisements in Lahore, focusing on three main areas: trust and authenticity, effectiveness in capturing consumer attention and influencing purchase intent, and the impact of personalization on engagement. Guided by the Technology Acceptance Model (TAM), Elaboration Likelihood Model (ELM), and the Personalization Privacy Paradox, this research adopts a quantitative survey method. Data will be collected from (50) social media users between the ages of 18 and 35 by designing a structured questionnaire using a Likert scale. The analysis will explore how consumers evaluate AI-generated advertisements, whether they trust and respond to them, and how personalization affects their experience. Research is expected to contribute valuable insights for advertisers, marketers, and media professionals by highlighting consumer expectations and concerns about AI in advertising. The findings may guide marketers in designing more authentic, engaging, and consumer-friendly AI-powered advertisements that balance personalization with ethical considerations such as privacy and transparency. By providing a localized perspective from Lahore, this study also addresses gaps in existing literature that predominantly reflect Western contexts. The implications of extending academia, industry, and further research on the role of AI in digital advertising.

Keywords: artificial intelligence, AI-generated digital advertisements, consumer, digital advertising

The Role of Media in Shaping Public Perception and Influencing Government Policy on Climate Change: A Critical Analysis

Atizaz ul Hassan

Superior University, Lahore

Abstract

Climate change is the long-term alteration in weather patterns, temperature and global ecosystem. It is the major challenge faced by humanity and the reason of climate change is excessive deforestation, burning of fossil fuel and industrial process. Mass media plays a pivotal role in understanding of climate change and response by governments. Moreover, it is directly involved in informing the public, influencing perception, and dictating policy decisions. Literature reviewed that how different types of media-mainstream, alternative, digital, and traditional-influence public perceptions and government climate policies. Literature further showed that how media has framed climate change, the specific effect of it on policy choices across political and regional contexts is still unexplored. Furthermore, the long-term influence of media in public participation and the role of media in narrowing the knowledge gap between the scientists and the public are also not much researched. The primary objective of this study is to critically analyze how different types of media shape public perceptions of climate change and influence government policy decisions. A quantitative survey method will be used and will target university students, professionals, and general citizens, to assess perceptions of climate change, media credibility, and policy effectiveness. Data will be statistically analyzed to establish correlations between media, public perception, and trust in government initiatives. The implications of this research will provide insights into strengthening media strategies for environmental communication and informing evidence-based policymaking. This study aims to address the importance of diverse media in shaping public opinion and influencing government policy decisions.

Keywords: climate change, media framing, public perception, government policy, risk communication, Pakistan

Degree for Dowry: Media Representations and Audience Perceptions of Women's Education in Pakistan

Ayesha Sana Aslam,
Superior University Lahore

Abstract

In Pakistan, women are trained to be a “good” candidate for marriage. All their lives, all their efforts, all their achievements are seen as a card to win the lottery, to have the best suitable suitor. In this study, “Degree For Dowry”, we are going to analyze the society’s role in making good housewives rather independent women. Here, the “good girl” is a narrative which describes submissive, non-opinionated, sacrificing women. Society wants educated women but not career oriented. The degree is just a card to enter the marriage market. This narrative shrinks women’s lives to revolve around just marriage and thinks nothing else. The goal is to be the eye-candy without voice. We will be employing mixed-methods approach: Qualitative content analysis of Pakistani dramas like “Kabhi Main, Kabhi Tum” and “Meem Sey Muhabbat” and the other method involves collecting people’s views through a survey, a quantitative research method. Findings are expected to reveal that although media plays an important role in promoting women’s education, the motivation seems to be problematic, embedded in the patriarchy. Thus, no matter how much we try to break the chains of societal norms and patriarchy, it is still deeply rooted and it is about changing the mentality, not just asking for the rights.

Keywords: women’s education, patriarchy, media representation, audience perception, degree or dowry

Analyzing the Impact of Digital Media on Civic Participation Among Female University Students in Punjab, Pakistan

Khadija Mastoor

Superior University, Pakistan

Abstract

In the present digital era, social media stands as a powerful medium for shaping public opinion, fostering awareness, and encouraging civic engagement among Pakistan's youth. In Punjab, female university students are increasingly turning to platforms such as Facebook, Instagram, WhatsApp, and Twitter, not only for communication but also to voice their perspectives on social and political issues. Recent movements, including the Aurat March campaigns and voter awareness initiatives led by the Election Commission of Pakistan, highlight how digital activism has motivated young women to participate in online discussions, sign petitions, and engage in community-driven activities. This study explores the role of digital media in influencing the civic participation of female university students in Punjab. Civic participation is defined here as voting, participating in awareness campaigns, deliberating on social concerns, and contributing to community development. Using a quantitative, survey-based methodology, the study will collect data from female students across multiple universities to assess how digital interactions foster tangible civic engagement. The findings aim to demonstrate whether digital media is empowering female youth by enhancing awareness, strengthening their voices, and promoting active involvement in Pakistan's socio-political landscape. Additionally, the results will provide meaningful insights for policymakers, educators, and media professionals on the role of digital platforms in advancing inclusive civic participation and gender empowerment.

Keywords: digital media, civic engagement, female students, social media, Punjab, youth empowerment

The Role of Social Media in Shaping Women's Entrepreneurial Intentions: Lahore

Khushbakht Zaman¹, Dr. Sajid Hussain²

Superior University Lahore^{1,2}

Abstract

Social media has become a transformative force in shaping entrepreneurial opportunities for women, offering them direct access to markets, networks, and knowledge that were previously difficult to attain. This study examines social media pages to analyze how these platforms influence women's entrepreneurial intentions in Lahore, Pakistan. The findings show that social media not only enables women to promote their products and services but also provides avenues for building supportive networks, seeking mentorship, and strengthening entrepreneurial confidence. By overcoming barriers such as mobility restrictions, financial limitations, and social constraints, women entrepreneurs are increasingly turning to platforms like Facebook and Instagram to establish and grow their ventures. Social media also serves as a collective space where women share experiences, collaborate, and raise awareness about gender disparities in business. Online communities and campaigns have contributed to advocacy for more inclusive policies and practices, highlighting the wider social impact of these platforms. However, challenges remain evident, including online harassment, lack of advanced skills, and limited infrastructural support. The study concludes that while social media plays a pivotal role in fostering women's entrepreneurial intentions, sustained progress requires coordinated efforts from government, educational institutions, and private organizations to ensure safe, accessible, and supportive environments for women entrepreneurs.

Keywords: women entrepreneurship, social media, entrepreneurial intentions, Lahore, empowerment

Facebook in the Tourism Ecosystem of Lahore: A Study of its Impact on Sustainable Destination Management

Zee Baig

Superior University, Pakistan

Abstract

The digital transformation of tourism, driven by social media platforms, presents a critical challenge for cultural heritage destinations: balancing popularity with preservation. This study investigates the impact of Facebook on sustainable destination management in Lahore, Pakistan, a city of over 10 million people renowned as the nation's historical and cultural capital. While Facebook is extensively used to promote Lahore's attractions, its current role is predominantly commercial and unregulated, potentially exacerbating overtourism, straining local infrastructure, and threatening socio-cultural integrity. A significant gap exists in empirical research on leveraging Facebook strategically for sustainability beyond mere promotion. Guided by the framework of Digital Destination Management, this research moves beyond viewing Facebook solely as a marketing channel to assess its potential as a strategic management tool. A large-scale quantitative survey was administered to tourists in Lahore to examine three key constructs: Facebook usage patterns, its influence on travel behaviour, and its role in shaping perceptions of sustainable practices. Data was analyzed using SPSS, with Likert-scale responses providing quantifiable measures of influence. The findings indicate that while Facebook significantly influences tourists' choices of attractions, accommodations, and dining options, its use remains largely passive and visitor centric. Crucially, the platform demonstrates a strong potential to support economic sustainability by directing traffic to local businesses but is underutilized in mitigating environmental crowding or promoting socio-cultural respect. The study concludes with actionable recommendations for destination managers, including developing strategic content to disperse visitor flows, educating tourists on cultural etiquette, and incentivizing businesses to promote their sustainable practices. This research provides an evidence-based framework for harnessing digitalization as a solution for achieving long-term sustainability in Lahore's tourism ecosystem.

Keywords: Facebook, Lahore's tourism ecosystem.

The Influence of Social Media on Traditional Matchmaking Practices and Its Relationship with the Rising Trend of Late Marriage in Pakistan

Qurat Ul Ayne

Superior University Lahore

Abstract

In a digital era, marriage institution is facing critical crises in Pakistan. Different social media platforms and apps are actively supporting the public for searching the perfect match without any gender, age, education, religion and family status discrimination. Some most common apps include Facebook, Instagram, WhatsApp, Dil ka rishta, Muzz are active and providing many free features to users. This study explores most active social media platforms for matchmaking, its influence in traditional matchmaking process and rising trend of late marriage in Pakistan, shifting marriage proposal authority from family member and guardian to individuals. It also explores how these changes interconnect with societal expectations, financial pressures, and other social norms especially in urban youth. Using qualitative research study design approach, data obtained through in depth, Semi-structured interview, 20 unmarried respondents (10 males, 10 females) aged 22- 38, by using purposive sampling, thematic analysis applied. This research highlights the opportunities and challenges by following social media; it includes increased choice in matchmaking, an increase in divorce cases, increase in late marriage cases, privacy related concerns, empowerment and other factors. The findings aim to provide a clear understanding of how social media is reshaping marital traditions and how social media is contributing to the rising trend of late marriage cases among Urban youth in Pakistan, by influencing partner likings, creating new challenges such as trust issues, privacy, different lifestyle, and changing gender roles.

Keywords: social media influence, traditional matchmaking, late marriage, cultural values, matchmaking application

Session 2

Media, Digital Technologies, and Social Transformation in Pakistan

Framing Climate Resilience on Social Media: Exploring Disaster Awareness Communication for Sustainable Tourism in Pakistan

Aamina Mehmood¹, Dr. Sajid Hussain²
Superior University, Lahore^{1,2}

Abstract

Tourism in Pakistan is increasingly exposed to climate-induced hazards such as floods, landslides, and glacial melt. This growing vulnerability emphasizes the need for effective climate risk communication that can both protect visitors and foster resilience in local communities. The way public institutions in Pakistan communicate climate resilience through digital platforms, especially social media, remains insufficiently explored. This research employed Framing Theory as the guiding framework to critically examine how the National Disaster Management Authority (NDMA), constructed and disseminated narratives of climate resilience and disaster preparedness on Facebook. Using a qualitative content analysis of purposively selected official Facebook posts, this study categorized dominant frames, examined narrative and visual strategies, and evaluated clarity for tourism-focused climate risk awareness. The findings provide a nuanced understanding of how disaster messaging operates on social media and whether it translates into meaningful, actionable awareness for audiences, particularly tourists navigating climate-vulnerable destinations. Rather than critiquing institutional authority, the study generates media-centred recommendations for enhancing social media campaigns to amplify outreach. By situating these insights within the sustainable tourism and climate resilience discourse, this research strengthens conceptual understanding of how institutional communication can foster adaptive capacity and climate literacy. In doing so, the study aligns with the United Nations Sustainable Development Goals (SDG 13: Climate Action, SDG 11: Sustainable Cities and Communities, and SDG 8: Sustainable Tourism), positioning social media as a critical tool for advancing climate resilience and sustainable development in Pakistan's tourism sector.

Keywords: climate risk communication; framing theory; sustainable tourism; disaster preparedness; social media

Media Literacy and Trust in AI-Generated Facebook Videos: A Quantitative Study of Pakistani Youth

Ammar Sattar¹, Muteeba-Bint-e-Zikeria²

Superior University Lahore^{1,2}

Abstract

The rapid rise of AI-generated videos (“deepfakes”) poses unprecedented challenges to information integrity, particularly in fragile media ecosystems. In Pakistan, where Facebook remains the dominant social media platform among youth (DataReportal, 2024), the circulation of synthetic videos risks eroding trust in news, institutions, and democratic processes. This research investigates how media literacy can mitigate the harmful effects of exposure to AI-generated videos on youth trust. Grounded in Cultivation Theory, Media Literacy Theory, Uses & Gratifications, and the Third-Person Effect, the study develops a conceptual model where media literacy moderates the relationship between exposure to AI-generated Facebook videos and trust erosion. A 2×2 experimental design will be conducted (deepfake vs. authentic \times literacy intervention vs. placebo), stratified by province and urban/rural settings, with a planned sample of $N \approx 400$. The study integrates a survey-experiment instrument in both English and Urdu, employing random assignment, manipulation checks, and validated scales of media literacy and trust. The proposed research makes three key contributions: (1) advancing theory by integrating multiple frameworks to explain youth susceptibility to AI-generated content; (2) generating quantitative, Pakistan-specific evidence to guide digital policy and media literacy programs; and (3) offering practical insights for educational institutions, policymakers, and tech regulators. Findings will inform interventions to strengthen youth resilience against AI-driven disinformation in South Asia and beyond.

Keywords: Media literacy, AI-generated videos, Facebook, trust, Pakistani youth, deepfakes, misinformation

Graphic Design and Sustainable Tourism: Visual Communication for Responsible Travel

Aysha Masood¹, Madiha Iqbal²

Superior University, Lahore

Abstract

The increasing necessity of sustainability is becoming the new face of tourism, and new ways of doing tourism are needed to provide a balance between economic expansion, environmental conservation and cultural heritage. As one of the strategic instruments of visual communication, graphic design can play an important role in promoting sustainable tourism as a means to influence perceptions, promote responsible attitudes, and develop environmentally aware brand images. The proposed study seeks to explore the overlap between the field of graphic design and sustainable tourism and the ways in which design practice can support the achievement of sustainability objectives and challenges in terms of visual communication, eco-branding, and culturally competent communication. It has adopted a mixed-method design solution that entails qualitative content examination of the sustainable tourism campaigns, semi-structured interviews with the graphic designers and tourism experts as well as case studies of eco tourism projects. The results indicate that graphic design can serve as a marketing tool as well as a pedagogical one, able to instil sustainability values in logos and other infographics, wayfinding solutions, and advertising. As noted in the paper, culture-sensitive and environmentally friendly design strategies enhance civic engagement, continuation of tradition, and progressive tourist activities. It also has implications for policymakers, tourism boards and design practitioners because it shows how, when the graphic design toolbox is used to address sustainability systems it is possible to expand tourism experiences and make them meaningful. Finally, the study highlights the revolutionary nature of design in harmonizing tourism with the various promises of global sustainability that contributes to design theory and the uses of design and tourism management.

Keywords: graphic design, sustainable tourism

Use Of Digital Media for Sustainable Tourism in Context of SDGs: A Case Study of Pakistan

Javarria Qais Joiya ^{1,4}, Rehia Qais ², Dr. Qais Aslam ³, Sumama Zia ⁴

The Superior University, Lahore, FCCU, a Chartered University, Lahore²

³ University of Central Punjab, Lahore, Pakistan

Abstract

As the world is getting smaller in context of Globalization, tourism of different kinds has taken on importance for generating income, profits and foreign exchange dividends. Drawbacks of tourism are pollution, littering, littering, graffiti of historical and cultural sites and dilution of local culture. Promoting tourism should follow guidelines of SDGs and enforced by governments, by the tourist industry and the tourists themselves. Modern digital media can help to advertise tourism and promote SDGs for growth and sustainability. Tourism of different kinds in Pakistan has great potential, but it is not organized enough due to different reasons. The enforcing principles of SDGs are missing. Also, the use of Digital Media is still in its infancy in Pakistan. Pakistan's tourist industry should in collaboration with international partners construct infrastructure and international outreach through long-term contracts and through digital media interactions for a sustainable and environment friendly tourist business in sports, health, education, culture, and recreation from abroad and all over Pakistan, by strictly enforcing the SDGs in order to protect its historical, cultural heritage, the flora and fauna and still able to earn enough foreign exchange, profits and income by taking a cue from examples of Turkey, Saudi Arabia, Iran and the Central Asian states where cultural traditions and moderation go hand in hand for mutually beneficial and sustainable tourism.

Keywords: digital Media, sustainable tourism, SDGs, Pakistan

Climate Change and Tourism in Pakistan: Challenges, Adaptation, and Policy Implications

Khaizran Batool¹, Dr Sajid Hussain²

Superior University^{1,2}, Lahore

Abstract

Among the most urgent issues in the tourism industry of Pakistan is climate change, as the country largely relies on various landscapes, cultural heritage, and seasonal tourism. The devastating floods of 2022, warming, and glaciers melting in Gilgit-Baltistan, as well as frequent heatwaves, have harmed infrastructure and put off domestic and international tourists, creating major threats to livelihood, resilience, and long-term sustainability. This paper seeks to look into the effects of climate change on the Pakistani tourism sector, assess the readiness and adaptive interventions of the stakeholders, and the research will offer recommendations on developing a sustainable and resilient tourism system. The study will use a mixed-methodology design that includes surveys with travellers, local people, and tourism operators, along with interviews with policy-makers and specialists. The analysis is further substantiated by secondary data such as government reports and studies concerning climate. The results have shown that climate change has greatly decreased tourist inflow in the north valleys and heritage sites with floods, landslides and extreme temperatures being cited by the respondents as the greatest impediments. However, there are opportunities of adaptation that can be availed, such as eco-tourism projects, online climate monitoring, development of resilient infrastructure and community-oriented strategies. The research is based on the conclusion that Pakistan needs to implement a concerted and integrated policy combining climate change and tourism, strengthen the collaboration of the institutions, and invest in green technologies to keep the sector sustainable in the conditions of environmental change.

Keywords: climate change, tourism, Pakistan, sustainability, adaptation, policy

Tourism Disruption from Cloudbursts in Pakistan: Facebook's Role in Crisis Communication and Climate Adaptation

Sadaf Zubair¹, Ehtishamurrehman², Usama Saleem³
Superior University^{1,2,3}, Lahore

Abstract

This research explores the impact of climate change, specifically cloud bursts, on tourism management in Pakistan and investigates the role of Facebook as a digital tool for crisis communication and climate adaptation. Cloud bursts, intense and short-duration rainfall events, are becoming increasingly frequent in Pakistan's mountainous regions such as Gilgit-Baltistan and Khyber Pakhtunkhwa, leading to flash floods, infrastructure damage, safety risks, and severe disruptions to tourism activities. Guided by Media Ecology Theory, this qualitative research is based on in-depth interviews with tourism officials, digital media professionals, and environmental experts to explore how Facebook is utilized before, during, and after cloud burst events. The findings highlight that while climate-induced disasters pose growing threats to tourism sustainability, Facebook plays an emerging role in facilitating early warning dissemination, public awareness, real-time crisis updates, and post-disaster destination recovery efforts. This research contributes to a deeper understanding of how digital media platforms, particularly Facebook, can be integrated into tourism risk management strategies in line with the SDGs 8,12 &13. The study concludes with policy recommendations for strengthening the use of social media in climate-resilient tourism planning, especially in areas vulnerable to cloud bursts. practices with digital innovation to ensure long-term resilience in Pakistan's tourism sector.

Keywords: climate change, tourism management, digital media, sustainable livelihoods framework, eco-tourism, crisis management, SDGs

YouTube Travel Vlogging and Sustainable Tourism: A Content Analysis Approach

Syed Sumama Zia Bukhari¹, Anfal Bukhari², Javaria Qais Joiya³

Superior University Lahore^{1,3}

Punjab University Lahore²

Abstract

It is the digital platform that has redefined how tourism is promoted and managed, and YouTube travel vlogging has become one of the primary sources to influence the perception and practices of tourists. In this paper, I will examine the phenomenon of environmental sustainability in reference to the example of YouTube travel Vlogs advertising Northern Pakistan, a location with fragile ecosystems and culture. The study detects sustainable factors in terms of environmentally friendly activities, effective waste management, natural landscape preservation, and eco-friendly tourist behavior through content analysis of 10 popular vlogs (2018-2025). The results indicate that, although the promotion of local food, handicrafts, and traditions as elements of cultural and economic sustainability is observed regularly, discussions about environmental responsibility are less explicit. But when vloggers talk about the less suggestive topics of plastic reduction, clean landscaping, or environmentally friendly travel, the messages are highly delivered through the audience comments as more people are becoming aware and value green activities. This aligns with the UNSDG 12 (Responsible Consumption and Production) and UNSDG 13 (Climate Action) that places significant importance on fostering eco-friendly travel behaviors worldwide. The paper concludes that YouTube travel vlogging can contribute significantly to the cause of environmental sustainability and beneficial nation branding and provides practical implications on how tourism boards, policy makers, and content makers can use digital media as a tool in managing sustainable tourism.

Keywords: YouTube travel vlogging, sustainable tourism, environmental sustainability, Northern Pakistan, eco-friendly travel, waste management, nation branding, Sustainable Development Goals (SDGs).

Session 3

Sustainability, Technology, and Investment Decisions

The Role of Artificial Intelligence Adoption, Financial Literacy and Risk Perception in Investment Decisions: Moderating Effects of Investment Experience and Overconfidence

Mansoor Ali

Superior University Lahore

Abstract

This study investigated the impact of Artificial Intelligence Adoption, Financial Literacy, and Risk Perception Influence on Investment Decisions with the moderating effect of Investment Experience and Overconfidence. Based on the thought of behavioral finance that how an investor makes their investment decision in Pakistan Stock Market. This study is the first of its kind in Pakistan to explore the combined impact on investment decisions. A structured questionnaire was distributed, and 357 valid responses were collected from investors, businessmen, employees, and dealers engaged in the Pakistani stock market. All items were measured using a 5-point Likert scale, and the data was analyzed through Smart PLS 4 and SPSS. The results reveal that Artificial Intelligence Adoption, Financial Literacy, Risk Perception, Overconfidence, and Investment Experience are significant and positive influencing on investment decision-making. Moreover, Investment Experience has a significant moderating impact between the relationship between risk perception and investment decision, whereas overconfidence has a negative moderating impact on the relationship between AI Adoption and Investment Decision. This study enhances the literature area of behavioral finance. It will practically helpful for financial advisors, policymakers, and technology-driven investment platforms emphasizing the need to develop advanced tools that support informed investment decisions in the Pakistan Stock Exchange.

Keywords: artificial intelligence adoption, financial literacy, risk perception, investment decisions, investment experience, overconfidence

Factors Affecting Green Entrepreneurial Intention among Female Entrepreneurs in Pakistan

Hina Khalid¹, Hira Irshad², Ahsan Javaid³

University of Sargodha^{1,2,3}

Abstract

The role of women towards sustainable entrepreneurship has been increasingly accepted as an important aspect while ensuring sustainable business practices. The paper reviews the issue of green entrepreneurial intentions among Pakistani female entrepreneurs and focuses on the factors that impact the intentions of such entrepreneurs as identified in the Theory of Planned Behavior (TPB). There were 265 female entrepreneurs involved in the study in the small and medium enterprises (SMES). Data were analyzed by the Partial Least Squares Structural Equation Modeling (PLS-SEM). The findings suggest that self-efficacy and environmental awareness are strong indicators of the intentions of women to participate in green entrepreneurship. In addition, the relationship between self-efficacy, ecological awareness, and the tendency towards creating environmentally sustainable businesses was determined to be mediated by green entrepreneurial motivation. These findings can contribute towards the scholarly discussion of sustainable development to show how female entrepreneurs play a leading role in green innovation development. Moreover, the knowledge gained during the course of the study would guide policy makers and other stakeholders to develop measures will benefit women eco-entrepreneurship in order to capture new opportunities and establish robust and sustainable enterprises in the post-pandemic period.

Keywords: green entrepreneurship, female entrepreneurs, sustainable business, theory of planned behavior, environmental awareness, self-efficacy, SMEs.

Impact of Green Management Practices on Organizational Performance in Medium to Large Enterprises

Khurram Shehzad

Superior University Sargodha

Abstract

Green management, also known as environmental or sustainable management, has emerged as a vital strategic approach for aiming to align business operations with environmental responsibility. This study investigates the adoption and impact of green management practices in medium to large enterprises across the manufacturing and service sectors. The primary objective is to assess how environmentally sustainable strategies influence organizational performance, employee engagement, and corporate reputation. A mixed-approach was adopted, combining quantitative surveys of 150 companies with qualitative interviews of 25 sustainability officers. The findings reveal a positive correlation between the implementation of green such as energy-efficient technologies, waste reduction policies, and green supply chain management and improved operational efficiency and stakeholder trust. Notably, organizations with dedicated sustainability teams reported higher employee morale and stronger brand loyalty. The study also highlights key barriers to implementation, including financial constraints and limited regulatory support. These insights underscore the importance of integrating environmental considerations into core business strategies and fostering a culture of sustainability. The implications are particularly relevant for policymakers, industry leaders, and academic researchers interested in promoting environmentally responsible business models. This research contributes to the growing body of knowledge on sustainable development and emphasizes the critical role of green management in achieving long-term corporate and ecological resilience.

Keywords: green management practices, organizational performance

Session 4

Leadership, HRM, and Organizational Dynamics

Impact of Job Design on Employee Engagement in Financial Services Industry of Pakistan

Adil Fareed

PIQC Institute of Quality Control, Lahore

Abstract

This study investigates the impact of job design on employee engagement within Pakistani organizations, addressing a significant empirical and contextual research gap. While a strong link between job characteristics and engagement is well-established globally, the application and influence of specific job design elements (e.g., skill variety, task identity, task significance, autonomy, and feedback) in Pakistan's traditionally hierarchical context remain under-researched. This quantitative, survey-based research, guided by the Job Characteristics Model and the Job Demands-Resources Model, aims to determine the relationship between the key job design elements and employee engagement specifically in the Financial Services Industry of Pakistan. The statistical analysis reveals that all the five job design elements positively contribute to employee engagement, yet Autonomy and task significance are identified as the strongest predictors of employee engagement. The findings contribute practical, and actionable insights for HR practitioners, enabling them to strategically design job roles that foster a more engaged, productive, and satisfied workforce in the organizations.

Keywords: skill variety, task identity, task significance, autonomy, and feedback, job design, HR, employee engagement, Pakistan

Feasibility Study of Mass Adoption of E-Bikes as Sustainability Initiative in Pakistan's Urban Transport

Muhammad Ibrahim¹, Nadeem Iqbal²

PIQC Institute of Quality Control, Lahore.¹ The University of Lahore ²

Abstract

Pakistan's growing urban population has created severe transportation challenges, including high fuel dependency, air pollution, and traffic congestion. In this context, electric bikes (E-bikes) have emerged as a potential alternative to conventional motorcycles, offering lower operational costs and environmental benefits. This study investigated the feasibility of mass adoption of E-bikes in Pakistan's urban transport sector by examining economic viability, consumer perceptions, infrastructural readiness, and policy frameworks. Survey findings highlight that although E-bikes are recognized as cost-efficient and ecofriendly, barriers such as limited charging infrastructure, battery replacement costs, and lack of government incentives hinder widespread acceptance. The study emphasizes that coordinated efforts such as awareness campaigns, financial subsidies, instalment schemes, and expansion of charging facilities are essential to accelerate adoption. The results suggest that with effective policy interventions and supportive market strategies, E-bikes can play a transformative role in ensuring sustainable and affordable mobility in Pakistan's urban centers.

Keywords: E-Bikes, urban transport, sustainability, mobility, mass adoption, Pakistan.

Impact of Partial Cement Replacement with Fly Ash on the Sustainability of Concrete in Pakistan

Ali Raza¹, Nadeem Iqbal², Abdullah Arshad³, Waqar Ghouri⁴

PIQC Institute of Quality Control, Lahore^{1,3,4}, The University of Lahore²

Abstract

The Cement sector is one of the leading industries in generating carbon dioxide emissions, accounting for around 7-8% of the world's anthropogenic CO₂ emissions. Global Sustainability drive asserts the need for seeking more sustainable alternatives to address the issue. Literature suggest fly ash as one of the sustainable, cost effective, and feasible cement replacement alternative on M20 grade concrete in Pakistan. An experimental design was implemented with four mix variations comprising of 0%, 5%, 10%, and 20% fly ash replacement by weight of cement. A compressive strength was assessed at 7- and 28-day release under curing conditions and material costs per cubic meter were calculated to analyse the economic efficiency. Based on sustainable development theory, and pozzolanic reaction theory, results show that a moderate substitution range, especially within 10% to 15% tended to yield the best compressive strength, cost, and sustainability, confirming the mediation of curing time that impacts the progression of strength over time. The incorporation of fly ash boosts the sustainability of concrete by reducing the cement required, aiding in waste disposal problems, and reducing greenhouse emissions. The results illustrate the potential use of fly ash as a supplementary cementitious material that is both performance-active and ecologically responsible.

Keywords: fly ash, sustainable concrete, cement replacement, compressive strength, Pakistan, supplementary cementitious materials

The Impact of Inclusive Safety Policies on Sustainable Productivity with the Mediation of Employee Engagement, Employee Well-Being, and Perceived Organizational Support in the Construction Industry of Pakistan

Arooj Sarwar Khan¹, Malik Khizar Ahmad Awan²

PIQC Institute of Quality Control, Lahore ^{1,2}

Abstract

The construction industry in Pakistan faces persistent safety challenges that directly affect workforce productivity. Inclusive safety policies, emphasizing equity and shared responsibility, are increasingly viewed essential for sustainable organizational outcomes. This study examined the impact of inclusive safety policies on sustainable employee productivity testing engagement, well-being, and perceived organizational support for mediating roles. Grounded in Social Exchange Theory and JD-R Model, we argue that inclusive safety practices promote engagement, strengthen psychological well-being, and enhance perceptions of organizational support, thereby elevating productivity sustainably. Employing quantitative, cross-sectional research design, structured Likert-scale questionnaires were administered to labour, site supervisors, safety officers, and engineers at three major construction projects under the purview of the Infrastructure Development Authority of Punjab (IDAP). Statistical analysis confirms that inclusive safety policies significantly and positively influence the sustainability of productivity through partial mediation of engagement, well-being, and perceived support. The study emphasizes that inclusive safety policies are not only compliance mechanisms but also strategic drivers of sustainable productivity in high-risk industries. Besides its theoretical significance, practical implications suggest that construction organizations in Pakistan should adopt an inclusive safety framework to improve engagement, ensure well-being, and build stronger organizational commitment, ultimately leading to sustainable productivity.

Keywords: inclusive safety policies, sustainable productivity, employee engagement, well-being, perceived organizational support, construction industry

Impact of Internet of Things on Quality Improvement in Apparel Industry of Pakistan

Ibrar Israr¹, Zohaib Haider², Shoaib Sarfraz³
PIQC Institute of Quality Control, Lahore^{1,2,3}

Abstract

This study investigates the role of Internet of Things (IoT) technologies on quality improvement in the apparel industry of Pakistan, with a specific focus on Ambition Apparel's denim sewing section. The research is motivated by the industry's persistent challenge of high defect rates, averaging 20 Defects per Hundred Units (DHU), leading to rework, wastage, delays, and increased costs. Failure of conventional manual quality control methods in addressing the issue, highlight the need for modern technology-driven solutions. Guided by Industry 4.0, Total Quality Management (TQM) frameworks, the study aimed to evaluate how IoT-based monitoring systems contribute to real-time defect detection, process consistency, and overall quality performance compared to manual approaches. A mixed-method design was applied, combining quantitative data from production records and surveys with qualitative insights from interviews with production staff and quality supervisors. Statistical and thematic analysis revealed that IoT implementation, though time-consuming, and expensive, requiring ICT skilled workforce, significantly contributes to quality improvement, partially through the mediation of real-time monitoring and data-driven decision making. This research contributes to academic knowledge by extending the limited empirical work on IoT in Pakistan's textile sector, while offering practical insights for industry stakeholders ultimately paving the path to improved competitiveness of Pakistan's textile industry in global markets.

Keywords: real-time monitoring, defects per hundred units (DHU), industry 4.0, total quality management (TQM), quality improvement, textile Industry, data data-driven decision making

Barriers In Career Progression: Case of Female Employees in the Service Sector of Pakistan

Laiba Arshad¹, Farzana Khan²

PIQC Institute of Quality Control, Lahore^{1,2}

Abstract

Women are increasingly participating in all professions in parallel to men. Higher education sector of Pakistan has seen this escalation predominantly, yet this number of significantly lower when taking senior positions into account. This study intends to identify the underlying barrier in the progression of women to higher positions creating a glass ceiling effect, specifically, in the higher educational sector of Pakistan. A data set of 160 female faculty members from 3 different private sector universities situated in Lahore was analyzed statistically. The results revealed that organizational culture, lack of mentorship and family-related responsibilities are the strongest factors of glass ceiling, while gender stereotypes and workplace harassment were identified as moderate yet noticeable factors limiting females' career advancement. These findings point to the way cultural expectations and organizational practices overlap to create systemic barriers in academia. Beyond the numbers, the study adds to the wider debate on gender inequality in Pakistan, asserting the critical need to take quick initiatives in line with the SDG5, Gender Inequality, SDG8, decent work and Economic growth and SDG 10, reduced inequalities for sustainable reforms. On a practical note, if acted upon, these steps can open clearer pathways for women in specific and the nation in General.

Keywords: glass ceiling, gender stereotypes, organizational culture, lack of mentorship and networking, workplace harassment and discrimination, family responsibilities and work-life imbalance, higher education, pakistan

The Impact of Artificial Intelligence (AI) on Talent Acquisition Efficiency with the moderating role of Candidate experience in the corporate sector of Pakistan

Maham¹, Nadeem Iqbal²

PIQC Institute of Quality Control¹, The University of Lahore²

Abstract

The growing adoption of Artificial Intelligence (AI) is reshaping recruitment practices worldwide, yet its impact in developing economies like Pakistan remains underexplored. Grounded in the Technology Acceptance Model (TAM) and the Resource-Based View (RBV) theory, this study investigates the impact of AI on talent acquisition efficiency, with the mediation of candidate experience, in the corporate sector of Pakistan. A quantitative, survey-based design was employed, targeting HR professionals and talent acquisition specialists across industries such as banking, telecommunications, IT, and manufacturing. Data was collected through structured questionnaires distributed online, and 200 responses were analyzed using SPSS to test the hypothesized relationships. The results determined that AI significantly enhances recruitment efficiency by reducing time-to-hire and improving candidate-job matching, but its impact is moderated by the quality of candidate experience. When applicants perceive AI tools as transparent, user-friendly, and supportive, efficiency gains are maximized; however, impersonal or opaque interactions can diminish these benefits. The study contributes to the limited body of localized research on AI in HRM, offering practical implications for HR managers, policymakers, and technology providers seeking to balance automation with empathy.

Keywords: artificial intelligence, talent acquisition, candidate experience, recruitment efficiency, HRM, Pakistan

Session 5

Leadership, HRM, and Organizational Dynamics

Factors Affecting the Well-being of Female Employees and Treatment Quality in the Healthcare Sector of Pakistan

Nourine Shahazadi
PIQC Institute of Quality Control

Abstract

Sustainable development goals have highlighted the need for employees' well-being across the world. Well-being-related serious concerns are often reported by female healthcare professionals in the healthcare sector, specifically in developing countries like Pakistan. This study examines the impact of occupational stressors like workload, long shift hours, harassment, discrimination, and inadequate institutional support on the psychological and physical health of female healthcare professionals. Drawing on the job demand-control model and gender role theory, the research employed a quantitative survey-based methodology. The results show that occupational stressors, systemic gender inequities and inadequate organizational support adversely affect the well-being of female professionals, thus compromising the quality of patient care. The results also highlight how cultural expectations intensify the challenges unique to women in the healthcare workforce. Overall, the study provides empirical evidence to inform policy reforms, organizational strategies, and wellness initiatives aimed at enhancing employee well-being in line with sustainable development goals.

Keywords: female healthcare workers, well-being, occupational stress, gender-based challenges, work-life balance, organizational support, Pakistan healthcare system

Impact of Quality of Work Life on Well-Being of Female Employees: A Case of Education Sector in Pakistan

Zaib Zafar¹, Husham Yousufi², Sehar Zafar³
The Superior University, Sargodha^{1,3}, Indus Homes Limited-Lahore²

Abstract

This study investigates the impact of Quality of Work Life (QWL) dimensions i.e. work-life balance, supervisor support, fair compensation, organizational culture, and growth opportunities, on the well-being of female employees with the mediation of psychological safety, in the higher education sector of Pakistan. Quantitative data were collected using convenience sampling and analyzed through Partial Least Squares Structural Equation Modeling (PLS-SEM). The findings reveal that career growth opportunities, fair compensation, organizational culture, and work-life balance significantly contribute to psychological safety, which transfers this effect positively to employee well-being. The proposed model explains 57% of the variance in psychological safety and 53.3% in employee well-being. Measurement validation techniques, including reliability tests, composite reliability, average variance extracted (AVE), Fornell-Larcker criterion, and heterotrait-monotrait ratio (HTMT), confirm the robustness of the results (Fornell & Larcker, 1981; Nunnally & Bernstein, 1994). The study highlights supervisor support and career growth opportunities as particularly critical for fostering well-being among female educators. It recommends that educational institutions implement policies that strengthen psychological safety and support mechanisms to improve overall employee well-being.

Keywords: quality of work life, psychological safety, employee well-being, education sector, measurement validity

The Impact of Human Resource Management practices on Employee Engagement with the Moderating Effect of Supervisory Behavior

Shahzeb Dar¹, Syed Hassan Muhammad²

PIQC Institute of Quality Control, Lahore^{1,1}

Abstract

Aiming to test the impact of Human Resource Management (HRM) practices on employee engagement, with a focus on the moderating role of supervisory behavior. While employee engagement is widely acknowledged as essential for productivity, retention, and organizational success, many firms continue to struggle with disengagement despite investing in structured HR systems. This study suggests that the role of supervisors is often the key factor, as they act as the bridge between HR policies and employees' day-to-day experiences, shaping how such initiatives are perceived and acted upon.

Guided by social exchange theory and the job demands-resources model, this study applied a quantitative survey-based design, securing primary data from 250 IT Sector employees operating in remote and hybrid work settings. Statistical analysis using SPSS. The findings reveal that HRM contributes to employee engagement, yet this relationship is largely moderated by supervisory behaviors. A positive and supportive behavior augments the HR Practices and engagement association positively, while a negative supervisory behavior weakens this relationship, leading employees to disengagement. These findings imply that, besides improving HR practices, it is essential to ensure productive and positive supervisory behaviors for augmented positive outcomes like engagement.

Keywords: human resource management, employee engagement, supervisory role, recruitment and selection, training and development, performance appraisal, compensation, hr practices in Pakistan.

Impact of Data-Driven Quality Management Practices on Process Optimization and Healthcare Service Quality: A Case of Shalamar Hospital, Lahore, Pakistan

Fajar Iqbal¹, Ayesha Javed²

PIQC Institute of Quality Control^{1,2}

Abstract

Healthcare organizations around the world are increasingly adopting data-driven quality management practices to improve patient care, safety, and operational efficiency. Research shows that these approaches can reduce medical errors by up to 30% and boost treatment outcomes by 20-25%. Despite these benefits, fewer than 25% of healthcare institutions in Pakistan have fully embraced data-driven quality management, which results in challenges like poor data quality, inefficient workflows, and a higher risk of clinical errors. Aiming to determine the impact of data-driven quality management practices on healthcare service quality, with the mediation of process optimization, a survey was designed to capture perceptions about the implementation and effectiveness of data-driven decision making, process optimization and resulting quality of healthcare services. Survey questionnaires were administered to 150 clinical, administrative, and support staff across departments in Shalimar hospital, where the Electronic Health Record (EHR) system is in practice. The results identified that the departments with data-driven quality management practices using EHR are more efficient and have highly optimized processes resulting in a higher level of health care quality in comparison with the departments where HER is not fully optimized. Additionally, the research also revealed the critical need for staff training and capacity-building to effectively implement and sustain data-driven practices. These results provide actionable insights for the management of Shalamar Hospital in particular, and all other hospitals in general.

Keywords: data-driven quality management, healthcare service quality, process optimization, organizational readiness, electronic health records, Pakistan.

Impact of Digitalization on Employee Productivity in Dairy Industry of Pakistan

Muhammad Iqbal¹, Imran Sattar²

PIQC Institute of Quality Control, Lahore^{1,2}

Abstract

The dairy industry is undergoing a significant transformation due to the rapid advancement of digital technologies. This research aims to determine the impact of digitalization on employee productivity with a focus on technologies such as automated milking systems, data analytics, and supply chain management software. The study employs both qualitative and quantitative methodologies, including surveys and interviews, to assess how digital tools influence workflow, employee engagement, and overall productivity metrics. The findings indicate that digitalization not only streamlines processes but also empowers employees by providing them with real-time data and insights, leading to informed decision-making and improved productivity, saving time and effort. Moreover, the research identifies challenges such as resistance to change and the need for training, which can hinder the successful implementation of digital technologies, e.g. DMO (digital manufacturing operation). The student results provide significant insights for dairy industry stakeholders on how digitalization can revamp the dairy industry, ensuring sustainability, productivity, and growth.

Keywords: digitalization, employee productivity, operational efficiency, manufacturing, digital manufacturing operation, real-time data, decision making

Measuring The Quality of Education: A Case of Private and Public Universities of Lahore

Abdul Waheed¹, Abdul Qayyum², Muhammad Shaukat³,
Minhaj University Lahore¹, University of Management and Technology^{2,3}

Abstract

This study explores and compares the quality of education in public and private universities of Lahore, Pakistan. It examines four key dimensions that shape educational standards: faculty qualifications and professional development, infrastructure and learning resources, institutional quality culture, and feedback and evaluation mechanisms. Grounded in the principles of Total Quality Management (TQM) and Human Capital Theory, the research emphasizes continuous improvement and the strategic development of human resources as central to educational excellence. Data was gathered through structured surveys from approximately 200–250 faculty members, administrators, and quality assurance personnel across selected universities. The responses were analyzed statistically to assess the extent to which these factors influence perceived educational quality. Statistical analysis determined that both faculty qualifications and professional development, and feedback and evaluation mechanisms are strong and positive predictors of education quality in both public and private sector universities. Furthermore, infrastructure and learning resources, and institutional quality culture owes moderate effects. In addition, the private sector universities were found more quality driven aiming for higher rankings to attract more admissions besides restraining infrastructural limitations and stiff competition. On the other side, public sector universities besides having abundant resources and infrastructural facilities, are least interested in their rankings and require systematic reforms for the quality of education. The findings will guide university leaders, policymakers, and the Higher Education Commission (HEC) in advancing quality standards, improving resource allocation, and fostering faculty development.

Keywords: quality of education, faculty development, feedback and evaluation, human capital theory

Impact of Data-Driven Quality Management Practices on Process Optimization and Healthcare Service Quality: A Case of Shalamar Hospital, Lahore, Pakistan

Fajar Iqbal¹, Ayesha Javed²

PIQC Institute of Quality Control^{1,2}

Abstract

Healthcare organizations around the world are increasingly adopting data-driven quality management practices to improve patient care, safety, and operational efficiency. Research shows that these approaches can reduce medical errors by up to 30% and boost treatment outcomes by 20-25%. Despite these benefits, fewer than 25% of healthcare institutions in Pakistan have fully embraced data-driven quality management, which results in challenges like poor data quality, inefficient workflows, and a higher risk of clinical errors. Aiming to determine the impact of data-driven quality management practices on healthcare service quality, with the mediation of process optimization, a survey was designed to capture perceptions about the implementation and effectiveness of data driven decision making, process optimization and resulting quality of healthcare services. Survey questionnaires were administered to 150 clinical, administrative, and support staff across departments in Shalimar hospital where Electronic Health Record (EHR) system is in practice. The results identified that the departments with data driven quality management practices using EHR are more efficient and have highly optimized process resulting in higher level of health care quality in comparison with the departments where HER is not fully optimized. Additionally, the research also revealed the critical need for staff training and capacity-building to effectively implement and sustain data-driven practices. These results provide actionable insights for the management of Shalamar Hospital in specific, and all other hospitals in general.

Keywords: data-driven quality management, healthcare service quality, process optimization, organizational readiness, electronic health records, Pakistan.

Session 6

Digital Transformation, Human Capital, and Sustainable Futures

Cognitive Computational Bias and Digital Investment Behavior: Mediation of Trust in Technology through the lens of TAM

Shahbaz Haneef¹, Dr. Nadia Nasir², Dr. Bilal Ahmad³

Superior University Lahore^{1,3,4}

Abstract

The paper examines the use of cognitive process biases, specifically, automation bias and information overload, on digital investment behavior (DIB) mediated by trust in technology. The research has a quantitative, cross-sectional, design and is based on the Technology Acceptance Model (TAM) and employs Partial Least Squares Structural Equation Modeling (PLS-SEM) on the data obtained through survey of 171 Pakistani university finance students. Findings suggest that automation bias and information overload have a considerable positive effect on trusting technology. Moreover, technology confidence is a strong predictor of DIB and the relationship between cognitive biases and investment behavior is mediated entirely by technology confidence. These results indicate that the cognitive biases are not the direct determinants of behavior, but they act in the manner of creating dependence on technological systems, which subsequently defines the digital investment activity. The research is valuable to the behavioral finance field because it incorporates psychological biases within the TAM, providing information on the adoption of fintech in the emerging markets. In practice, the results underscore the contribution that fintech platform designers, educators, and policymakers can make towards informed trust as they reduce the risks associated with the reliance on automation and excessive exposure to information. Under the changing digital financial environment in Pakistan, the findings underline behavioral preparedness and infrastructure in order to enhance financial inclusion and sustainable engagement. The study is in line with the United Nations Sustainable Development Goals, especially SDG 8 (Decent Work and Economic Growth), and SDG 9 (Industry, Innovation, and Infrastructure).

Keywords: cognitive bias, automation bias, information overload, trust in technology, digital investment behavior, TAM, Pakistan, Fintech

Crafting Innovation in the Age of AI: The Role of AI-Enhanced Job Crafting, Creative Self-Efficacy and AI Capabilities

Ghulam Mustafa

Superior University Lahore

Abstract

Digital transformation is changing the nature of work, but little is known about how employees use artificial intelligence (AI) to facilitate innovation, especially in developing countries. This article examines how AI-enabled job crafting affects innovative work behavior, testing the impact of creative self-efficacy as a mediator and AI capabilities as a moderator. Survey data from 250 professionals working in export-oriented IT firms were analyzed using PLS-SEM. The results demonstrate that AI-enabled job crafting has a direct and indirect effect (via enhanced creative self-efficacy) on innovative work behavior. Furthermore, strong AI capabilities further strengthened this relationship, demonstrating how employee agency and technological infrastructure work together to affect innovation outcomes. This study contributes to social cognitive theory by identifying the psychological mechanisms and the more technologically driven mechanisms that affect innovation outcomes in constrained contexts. From a practical standpoint, this study demonstrates that pairwise strategies aimed at building employee confidence and flexibility to deal with change are required when investing in AI.

Keywords: AI-enabled job crafting, innovative work behavior, creative self-efficacy, AI capabilities, social cognitive theory

How NPC Affect Video Games' Branding

Areeb Mustafa¹, Dr. Nadia Nasir², Dr. Bilal Ahmad³

Superior University Lahore^{1,2,3}

Abstract

NPC influence online video game branding through representational fidelity, entertainment and perceived enjoyment. High representational fidelity in NPC design, like characters, dialogue and visual enhances the authenticity of the game world. This believability makes player to invest in the game. Further, NPC serves as entertainment source by enriching dynamic interactions, narrative depth and creating memorable moments. These elements contribute to player perceived enjoyment which is a critical factor in building emotional and phycological attachment within the game. Moreover, with player type determination which is assisted by NPC by responding to various playstyles of the gamer, an environment can be created which is preferred by the player. This makes strong connection with the player and positively affects brand identity. Smart pls was used to measure the results. NPC plays a crucial role in sustaining long-term interest, evolving content and maintaining entertainment quality. The implementation of NPC helps differentiate a game brand in crowded marketplace. The research investigates how NPC influence video games by implementing factors of perceived realism, enjoyment and identification with the game world.

Keywords: video games, consumer, branding, virtual reality, real self-determined, NPC

Investigating the Impact of Algorithmic Ad Personalization on Unplanned Buying through Customer Engagement

Muhammad Shafqat Rasool¹, Dr. Nadia Nasir², Dr. Bilal Ahmad³

Superior University Lahore^{1,2,3}

Abstract

This study investigates the impact of algorithmic ad personalization on unplanned buying behavior, emphasizing the mediating role of customer engagement within the Stimulus-Organism-Response (S-O-R) framework. With the rapid rise of artificial intelligence in digital marketing, social media platforms such as Facebook and Instagram increasingly deploy algorithms to deliver personalized advertisements tailored to user behaviors, demographics, and preferences. While prior research has explored impulse purchasing and consumer engagement separately, limited evidence exists regarding how algorithmic personalization drives spontaneous buying through active consumer interaction. Adopting a quantitative, cross-sectional survey design, data were collected from 370 active social media users exposed to personalized advertisements. Structural equation modeling was conducted using PLS-SEM and CB-SEM through SmartPLS 4.0 to test hypothesized relationships. The findings reveal that algorithmic ad personalization significantly enhances customer engagement ($\beta = 0.326$, $p < 0.01$), and customer engagement, in turn, strongly predicts unplanned buying behavior ($\beta = 0.504$, $p < 0.001$). However, no direct relationship was observed between personalization and unplanned buying, confirming that engagement fully mediates this link (indirect effect = 0.164 , $p < 0.01$). The study contributes to theory by extending the S-O-R model into AI-enabled marketing contexts and provides practical implications for marketers seeking to balance persuasive advertising with ethical responsibility. Future research should adopt longitudinal designs, explore additional mediators such as trust and emotions, and expand across diverse cultural and digital contexts.

Keywords: algorithmic ad personalization, unplanned buying behavior, customer engagement

Evaluating the Impact of Dark Personality Traits on Innovation Failure through A Moderated Mediation Model

Muhammad Waseem

Superior University, Lahore

Abstract

The prime objective of this study is to evaluate the impact of dark personality traits on innovation failure through toxic organizational culture and leaders' materialistic orientation, as well as the moderating effects of organizational learning and entrepreneurial self-efficacy. A quantitative and cross-sectional research design has been employed using an online survey questionnaire, from which data were collected from entrepreneurs of IT firms through a convenience sampling technique from 348 responses. PLS-SEM is used to assess the measurement and structural model of the proposed theoretical framework. The outcomes of the study revealed that all the direct and indirect relationships are significant, except for a few. The finding proved that the dark personality trait has significantly predicted the impression of toxic organizational culture and the leader's materialistic orientation, which in turn has a substantial effect on innovation failure. Organizational learning showed both optimistic and provisional buffering effects, while entrepreneurial self-efficacy discovered multifaceted connotations with innovation failure when embedded in toxic perspectives. The implementation of personality screening by the organization can strengthen ethical learning environments, leadership selection, develop balanced incentive systems, and introduce cultural detox programs. The alignment of self-efficacy with moral responsibility and proactive monitoring of toxic cultural indicators is critical to safeguarding innovation from internal collapse. This research affords a unique framework linking dark leadership traits, leaders' materialistic orientation, toxic organizational culture, and entrepreneurial self-efficacy to innovation failure and significantly contributes to the understanding of human and cultural determinants of innovation failure.

Keywords: dark personality traits, toxic organizational culture, leader's materialistic orientation, innovation failure, organizational learning, entrepreneurial self-efficacy

Emotional Engagement as a Mediator between Virtual Influencer Storytelling and Customer Emotional Connection, Narrative transportation theory perspective

Syeda Aneeqa Touseef¹, Dr. Nadia Nasir², Dr. Bilal Ahmad³

Superior University Lahore^{1,2,3}

Abstract

This study examines the role of storytelling by virtual influencers in shaping customer emotional connection, with emotional engagement tested as a mediating mechanism. Drawing on narrative transportation theory, data were analyzed using PLS-SEM to evaluate both the measurement and structural models. The results demonstrate that storytelling has a significant positive effect on emotional engagement and customer emotional connection, while emotional engagement strongly mediates this relationship. Reliability and validity analyses confirmed robust measurement properties, and the model explained a substantial proportion of variance in customer emotional connection. The findings contribute to theory by extending the application of narrative transportation into the domain of digital influencer marketing and highlight the central role of emotions in consumer brand relationships. Practically, the study offers guidance for brands to leverage emotionally resonant storytelling through virtual influencers as a strategy to build deeper and more sustainable customer connections.

Keywords: Virtual influencer storytelling, Emotional engagement, Customer emotional connection, Narrative Transportation Theory

Investigating Entrepreneurial Passion as a Resource against Burnout: Mediating Role of Work-Life Balance in Driving SME Business Success

Arooj Imran, Kalim Ulaah¹, Muhammad Shahid², Ayesha Iftikhar³

The University of Lahore^{1,2,3}

Abstract

This study, grounded in conservation of resources (COR) theory and job demands-resources (JDR) model, investigates the impact of entrepreneurial passion on business success and burnout among entrepreneurs of early to middle-stage small and medium enterprises (SMEs). It further examines the mediating role of work-life balance in these relationships. Using survey data collected from 320 SME entrepreneurs, the findings reveal that entrepreneurial passion positively influences business success while negatively correlating with burnout and work-life balance. Interestingly, entrepreneurs at these stages show skepticism regarding the positive effects of work-life balance on business success and perceive an ideal work-life balance as a potential contributor to burnout. The study confirms work-life balance as a significant mediator between entrepreneurial passion and business success. Furthermore, work-life balance significantly mediates the relationship between entrepreneurial passion and burnout. This study achieves positive outcomes by fostering entrepreneurial passion, with its strategic blend of work-life balance and business success that encourages sustainable achievement and resilience against burnout. It also illuminates the path to long-term productivity at the micro-level industry. The paper concludes by discussing theoretical and practical implications, study limitations, and directions for future research.

Keywords: entrepreneurial passion; business success; burnout; work-life balance; COR theory; job demand resource theory; JDR Model

The Impact of Charismatic Leadership on Faculty Teaching Performance: Mediating Roles of Autonomous Motivation and Job Satisfaction in Public Sector Universities

Syed Shakeel Hassan Shah¹, Nadia Nasir², Bilal Ahmad³

Superior University Lahore^{1,2,3}

Abstract

Faculty teaching performance plays a central role in shaping the quality of higher education, particularly in public sector universities where resources and leadership dynamics often differ from private institutions. This study investigates the influence of charismatic leadership on faculty teaching performance, highlighting the mediating roles of autonomous motivation and job satisfaction. Drawing on self-determination theory, we argue that charismatic leadership enhances faculty motivation, which subsequently improves their teaching performance. The data were collected in a two-wave design from 202 faculty members across various disciplines in Punjab, Pakistan, analyzed through structural equation modeling (SEM). The results pointed out that autonomous motivation acts as a significant mediator between charismatic leadership and teaching performance. However, on the other hand the mediating role of job satisfaction appeared as a weaker, not influential and was not statistically significant. This study shows a clearer understanding of how charismatic leadership shapes faculty outcomes in the higher education. Moreover, it recommends valuable guidance for university leaders. Enhancing charismatic leadership qualities creates a supportive environment that encourages faculty motivation which further improves faculty teaching performance. Therefore, linking charismatic leadership with teaching performance the study further contributes to the Sustainable Development Goals by emphasizing the role of leadership in promoting high-quality education in public universities.

Keywords: charismatic leadership, faculty teaching performance, autonomous motivation, job satisfaction, higher education, public sector universities.

Strategic Integration of Environmental Concerns and Green Consumer Trends in CSR Initiatives: A Qualitative Study of Organizations in Smog-Affected Lahore

Muhammad Hashim Hussain Raja¹, Dr Ali Sajjad², Dr. Sami Bajwa³
Superior University Lahore^{1,2,3}

Abstract

This study explores how environmental issues and green consumer demands can be incorporated into CSR in the context of the yearly smog season in Lahore. Using a qualitative phenomenological methodology, seven professionals representing seven different industrial sectors were interviewed in a semi-structured way. All these respondents were directly in charge of Marketing, CSR, sustainability, or public affairs. NVivo 14 was used to analyse the data and identify patterns and themes. The results clarify seven themes that are interrelated, which are proactive environmental CSR planning, the incorporation of green consumer insights, utilizing technology to engage, work with stakeholders, adaptation during smog season, challenges of implementation, and view of the future sustainable CSR. The respondents emphasized that, through strategic CSR integration, environment degradation is also addressed and creating organizational legitimacy, consumer trust and making the firm more competitive in the market are solved in the same gesture. The findings provide evidence that green consumer expectations form a major influence on CSR content and delivery, and that technology and partnerships can be used as enabling frameworks. The ongoing barriers are, however, limited resources, policy inconsistencies, and the general scepticism about greenwashing. The research contributes to the body of CSR knowledge in the Global South and provides policy-relevant information. It supports the United Nations Sustainable Development Goals (SDGs) by highlighting the significance of already locally driven CSR strategies in a smog-affected urban context.

Keywords: corporate social responsibility (CSR); smog; green consumer behaviour; environmental sustainability; Lahore; phenomenology; sustainable development goals (SDGS); green marketing; ESG strategy; thematic analysis

The Influence of Self-Creativity in Organizational Settings & its Impact on Employees' Innovative Work Behavior and Performance

Tahir Ali¹, Dr. Nadia Nasir², Dr. Bilal Ahmad³

Superior University Lahore^{1,2,3}

Abstract

The reason for conducting this research was to find out the relationship between employee's creativity and its impact on performance of the firm. In this research I have taken almost a sample size of 208, using questionnaires. These questionnaires were made on (Google Form) in order to be environment friendly. In which we found out that in most of cases was that if employees are empowered that will have a positive impact on the performance of the firm. Empowering the employee would lead in utilizing the resources efficiently, effectively which will lead to maximizing the firm's overall performance.

Keywords: self creativity, innovative work behavior, employee performance

