

EFFECT OF FUNCTIONAL ENVIRONMENT ON EMPLOYEES' OUTPUT: A CASE STUDY OF BANKING SECTOR IN PAKISTAN

Tahira Liaqat¹, Dr. Abdul Ghafoor Awan²

ABSTRACT- The objective of this research paper is to analyze the effect of functional environment on employees' output in banking sector of Pakistan. For the purpose, we took employees' output as dependent variable while independent variables include: power of internal control, relationship with colleagues, appreciation and manager's hold up, sufficient work pressure. Both primary and Secondary data was used in the study. Different statistical techniques such Cronbach Alpha, and regression analysis and ANNOV were applied to analyze data. The results show that Manager's Support, good relations with colleagues, good incentives, reward and recognition practices, job rotation, strength of internal control and sufficient work are helpful in developing functional environment for improving employees' output.

Key words: functional environment, employees' output, power of internal control, relations with coworkers, manager hold up.

Type of study: Original Research Paper

Paper received: 25.12.2019

Paper accepted: 21.02.2020

Online published: 01.04.2020

1. MS Scholar, Department of Business Administration, Institute of Southern Punjab. Email: ecom.379@gmail.com.
2. Dean, Faculty of Management Sciences, Institute of Southern Punjab, ghafoor70@yahoo.com. Cell # +923136015051.

1. INTRODUCTION

In Pakistan banking sector and insurance companies are growing very fast. These are considered dynamic sector both for the employees and employers as well. Now performing job in banks and insurance companies are becoming challenging. A banking job is considered a job full of stress. A lot of mental exercise is involved while working in a bank. Moreover, most of the people perform their jobs in banks and insurance companies by sitting in front of computer terminals. The organizations are now taking measures to convert computer monitors in LCDs and by adopting ergonomic design in surroundings of the work place for human comfort. Due to diversification of scope and increase in range of products in banks and insurance companies, the challenges are increasing in these professions. So in this situation favorable functional environment of organization plays a pivotal role in keeping employees cool and contented. That is the reason apparent office design and functional environment of organization is developed in such a way that motivates employees to put their best efforts to generate optimum productivity. Banking sector and insurance companies are categorized among the services sector so these professions depend on their employees for generating efficiency, effectiveness, and core competencies for attracting and retaining potential customers and for rendering quality of services to the customers. So for this reason direct and indirect factors related to job satisfaction are given great importance so that the employees are able to put their best efforts to generate best results in the organization.

1.1. Main Research problem

The main problem of this research paper is to analyze the effect of functional environment on employees' output in banking sector of Pakistan.

1.2 Objective of the study

The study objectives are described as under: -

- To study the importance of functional environment in the banking sector of Pakistan.
- To describe the factors that develop work place atmosphere and effects on employees' productivity.
- To analyze the role reward system in improving functional environment and productivity of employees in banking sector of Pakistan.

1.3 Main Research Questions

This study was undertaken to understand the effects of functional environment of an organization on employees' productivity. In this context following research questions were developed.

- Does power of internal control is helpful in developing a functional environment of an organization that affects positively employees' productivity?
- Is Relationship with colleagues helpful in developing a favorable functional environment of an organization that affects positively employees' productivity?
- Is Manager's Support helpful in developing a favorable functional environment of an organization that has positive effect on employees' productivity?
- Are appreciations helpful in developing a favorable functional environment of an organization that affects positively employees' productivity?
- Is sufficient work pressure helpful in developing a functional environment of an organization that has positive effect on employees' productivity?

1.4 Scope of the Study

The research study will be supportive in developing an atmosphere that is favorable for the employees and that can create synergy concept in the organization. It will also be helpful to create awareness among managers for how they can develop satisfaction in employees and increase their productivity on the work place. The variables selected for conducting the research study are very important as they represent the behavior aspects of functional environment of organization and play significant role in developing a functional environment of an organization and play prominent role in generating productivity to achieve organizational goals.

2. REVIEW OF LITERATURE

Importance of functional environment of an organization is an important determiner of employee performance and helps employees to concentrate on their job properly. In describing relation between HRM climate and performance Mohanty, Susmitaparija and Ghansyamsahu (2012) found that a positive relation exists between HRM climate and employee performance and any change in functional climate effects on performance. Similarly, functional environment of organization also effects on job satisfaction as studied by Bakotic and Babic (2013) that employees prefer to work in functional environment of an organization that is less risky.

Awan and Tahir (2015) emphasized on the generation of healthy functional environment to improve productivity of employees and performance of organizations. They contend that banking and insurance sectors are very efficient in service delivery so there must be an efficient working environment for the employees to achieve desired goals. Iffat and Awan (2014) argue that proper on job training of the employees are an integral

part of job and it enhances the performance of employees as well as of the organizations. Similarly, office design is also source of motivation for employees as pointed out by Amina and Shehla (2009). Mokaya et al. (2013) found that factors like functional conditions, remuneration and promotions play important role for employee's level of job satisfaction. Ollukkaran and Gunaseelan (2003) found that how well employees engage with their functional environment, it will have positive effects on employees' performance level. Smrita et al. (2010) found that the development of good culture in the organization affects employee's level of motivation. Mcguire and McLaren (2007) found that a functional environment of organization has a strong effect on employee's wellbeing and develops interaction, collaboration and innovation and increase job satisfaction. In studying the effects of indoor environment, Roelofsen (2007) found that indoor environment has great effects on job performance and level of performance can be increased from 5 to 15 percent because of improving functional conditions. Work place level also effects on employees' stress as according to Vischer (2006) that a good functional environment of organization will lead to better fit between work space and employees and results in improving behavior and stress related emotions.

According to Berg (1999) job and overall functional environment of organization has substantial effect on worker's views about companies to help balancing work and family life. In describing factors constituting a healthy functional environment, Goudswaard (2012) highlighted work life balance, motivation level psychological conditions, social dialogue, management and leadership coherence, transparency develop a good functional environment of organization and a good functional environment of organization leads to

increase organization productivity. Yasin Sheikh Ali et al. (2013) found that the productivity of employees will increase by keeping functional conditions and functional environment of organization up to certain threshold level and subsequently will decrease if work load will increase from above certain threshold level.

Haynes (2008) found that the behavior components of functional environment of organization have more effects than the physical components of functional environment of organization and in the environment where level of interaction is high, supports creativity and transfer of transactional knowledge. Sehgal (1995) found that office design plays a vital role in increasing employees' productivity level. It has been observed by the scholars that the work place environment contributes to 24% in job satisfaction. It increases productivity level of an individual by 5% and team performance can be increased to 11% through developing good functional environment.

Arokiasamy (2013) found that the factors like compensation, rewards, job security and functional environment of organization increase level of commitment and sense of belonging with the organization. Noah and Steve (2012) found that a functional environment of organization in an organization increases level of job satisfaction that ultimately leads to achievement of organization goals. The functional environment of organization plays an important role in an employee career because it is available environment that grooms employee personality. In order to get maximum productivity from the employees, it is necessary that such environment should be developed in the organization than is helpful in generating optimum productivity level from the employees. Because in the absence of favorable functional environment

optimum utilization of employee's skills would not be made and employee's productivity could not increase.

3. CONCEPTUAL FRAMEWORK

In order to identify the effects of functional environment of organization on productivity, a framework was developed that indicated the effects of different factors that affect functional environment of organization and ultimately on productivity of employees. The conceptual framework has constituted the following concepts.

3.1 Power of internal control

Strength of management controls means those practices, policies and procedures that are formulated to ensure that the organization is able to achieve desired results. The management controls in the organization ensure that resources used are consistent with the aims and objectives, they also ascertain that organizations are protected from mismanagement, frauds and corruption and reliable and timely information maintained, reported and used for decision making. Effective management controls are necessary for the organization success and wellbeing as they not only safeguard organization from frauds, wastes and corruption but also ascertain that the policies developed by top management are properly implemented in the organization

3.2 Relationship with colleagues

Relation with coworkers includes relation with employees who are at the same hierarchical level and have no authority over one another. It is often referring to the workers with whom a person works including supervisor and subordinates. But the term coworker's relation often assumed as relation with peers. The concept of coworkers or peer relationship was ignored in the early formal theories of management like Fayol argued the communication among

peers was assumed to be “chitchat” and not related to work. After the introduction of famous Hawthorne studies, the peer communication was considered one of the most important factors that influence on performance.

3.3 Appreciation

Employees are major assets of the organization so the role played by employees towards company success cannot be underestimated. So in order to maximize their performance effective Proficiency of HR. Departments of employees are considered an important factor towards company success. Gordon (1992) defined training as the planned and systematic modification of behavior through learning events, activities and programs which result in the participants achieving the levels of knowledge, skills, competencies and abilities to carry out their work effectively. Training is one of the pervasive methods for enhancing employee capabilities and communicating organization goals to new joiners. It gives employees vision towards work related and ability to perform required task efficiently

3.4 Manager’s Hold up

A supervisor or line manager or the boss in the department has many different levels of responsibilities. On one hand he is responsible to higher management for the work assigned to the department. It means he is responsible for the performance of the whole department Secondly he is also responsible for the development and activities performed by the staff member. The efforts of the supervisor are recognized in the organization if these responsibilities are performed effectively.

3.5 Sufficient Work Pressure

Work load refers to the intensity of work assignment. Young et al. (2008) defined work load as “The extent of the processing capacity that is

expended During the performance of a task and thus involves the interaction between resource supply and task demand” Hart and Steveland (1988) defined that the expenditures incurred by an employee, given their capacities (resources) while achieving particular level of performance on particular task with certain demands. In organizations reaction of people against workload varies from person to person. Some handle workload in a good way and some suffer problems in handling workload in destructive situations

4. RESEARCH METHODOLOGY

4.1 Research Design

The research design is consisted of cross sectional data which was collected through a field survey by a self-developed questionnaire. Primary and secondary data was used to conduct this research study. The primary and secondary data was collected through primary and secondary resources.

4.1 Hypothesis of study

The hypothesis of the study is the following: -

H₀: Functional environment of organization does not increase employees level of productivity in the Banking sector

H₁: Functional environment of organization increases employees' level of productivity in the Banking sector

4.3 Selected Variables

A concept which can take different quantitative values is called variable. It can be independent or dependent. The research was conducted keeping employees' performance as a dependent variable. Then independent variables were analyzed based on fact how they affect the dependent variable.

4.4.1 Dependent Variable

In this research study the dependent variable is given as under: -

- Output of Employees

4.4.2 Independent Variables

The independent variables of this study are outlined in the following: -

- Power of Internal Control
- Relationship with colleagues
- Appreciation
- Manager's Hold up
- Sufficient work Pressure.

5. DATA ANALYYSIS

5.1 Reliability scale

The reliability of scale basically analyzes how the scale is free from random errors. It also measures internal consistency. It means it measures the degree to which items developing the scale are measuring the same attributes. We used Cronbach's coefficient alpha to measure reliability of the scale. The value of Cronbach's alpha lies between 0 to 1. There were five subscales that include

1. Power of internal control (7 items)
2. Relationship with colleagues (8 items)
3. Appreciations etc (6 items)
4. Manager's Hold up (9 items),
5. Sufficient Work Pressure (6 items) .

According to Nunnally (1978), the minimum value of Cronbach's alpha must not be less than 0.7. Fraenkel and Wallen (2003) also recommend minimum value of Cronbach's alpha as 0.7

Each of the seven subscales met the established criteria for measuring the reliability of the scale. The reliability of the scale by using Cronbach's coefficient of alpha is given in table 1.

Table 1. Results of Cronbach's Alpha

Reliability Analysis of the Scale.

Variables	Chronbach's Coefficient of alpha
Power of Internal Controls	0.749
Relationship with Colleagues	0.895
Appreciation etc	0.839
Manager's Hold up	0.885
Sufficient work pressure	0.887

From the above table we observed that the values of Chronbach's alpha are not less than 0.7 that are considered as good (Sekaran, 2003) and indicated reliability of the data.

5.2 Discussion of respondents' views

5.2.1 Summary of "Power of internal control"

We observed different aspects of internal controls in the organization and maximum respondents were agreed with the point that strong internal controls were helpful in developing a functional environment of organization that is helpful in generating maximum level of productivity with efficient utilization of the resources.

5.2.2 Summary of “Relation with coworkers”.

From the above discussion we see that majority of the respondents have consensus on the point that by developing good relations with the coworkers, an environment can be developed that is helpful in generating maximum level of productivity in the organization. The results are also endorsed with high mean score greater than 3.90. The minimum and maximum mean score is 3.97 and 4.09 respectively for all questions asked in the context of good relation with coworkers.

5.2.3 Summary of “Appreciations effects on banking sector employee.”

In elaborating about attractive and fast incentives and recognition plans, most of the respondents were agreed and strongly agreed with the questions asked from the respondents with high mean scores ranging from 4.23 to 4.31

5.2.4 Summary of “Manager’s Hold up”

In the above analysis, we discussed various aspects of the role of supervisor in the organization. Majority of employees gave responses as “agree” or “strongly agree” that the Manager’s Support is helpful in engaging employees with the assignment, in organizing work on the job, in performing tasks dedicatedly, in increasing level of commitment with the organization, in performing the tasks efficiently, in molding behavior according to nature of the job, in developing a favorable functional environment of organization and above all in generating maximum productivity with efficient utilization of resources of the organization. So consensus with all these aspects of the Manager’s Support shows the importance of Manager’s Support in the organization with generation of maximum level of productivity. The results

high mean score also endorses the importance of Manager's Support at the functional environment.

5.2. 5 Summary of "Sufficient Work Pressure"

While observing the role sufficient work load in developing a favorable functional environment, we highlighted different roles played by sufficient work in developing a favorable functional environment; we found that sufficient work load is an important factor that is helpful in developing an environment where level of productivity is maximized.

5.3 Regression Analysis

Regression analysis was conducted to know the role of Manager's Support, relation with coworkers, Proficiency of HR. Department, power of internal control, job rotation, incentives and recognition plans and sufficient work load in developing functional environment of an organization that will lead to improve productivity of employees in banks and insurance companies. While conducting regression analysis, we first analyzed the effects of each variable on functional environment of an organization and then we analyzed the effects of functional environment of organization on productivity of employees due to that variable.

Table 2: Results of Regression analysis

Regression Coefficients					
Model	Un standardized Coefficients		Standardize d Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	-1.094	.336		-3.258	.001
To organize work	.276	.081	.198	3.394	.001
To perform assignment with dedication	.267	.082	.210	3.245	.001
Job satisfaction	.292	.070	.260	4.162	.000
Increase in level of commitment	-.196	.069	-.164	-2.831	.005
To work efficiently on job	.194	.069	.168	2.824	.005
To mold behavior according job	.103	.069	.086	1.497	.136
Engagement on job	.325	.070	.262	4.646	.000

From the above table we observed regression coefficients that indicated the change in functional environment of organization with one unit change in different roles performed by Manager's Support and by keeping all other variables as constant.

Table 3 Model summary

Regression Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.750	.563	.554	.70008

According to results from above table we observed that correlation r (R) is 0.750 that indicated a strong positive linear relation between different roles of sufficient work load and functional environment. The coefficient of determination R^2 of 0.563 indicated that sufficient work load accounted for 56% of change in functional environment of organization due to different roles played by sufficient work load . But this could be overestimated so we used

adjusted R square 0.554 as the better estimate for the whole sample. The standard error of estimates is 0.70008

Table 4: ANNOVA results

ANOVA Results						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	126.736	4	31.684	64.647	.000
	Residual	98.512	201	.490		
	Total	225.248	205			

From the above table 4, we observed that the F value calculated was 64.647 with correspondent significance value was 0.000 that is less than 0.05 which showed that significant relation existed between sufficient work load and functional environment.

Table 5: Regression results

Regression Coefficients						
Model		Un standardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.117	.246		.476	.635
	Job satisfaction	.140	.070	.132	2.010	.046
	Motivation on job	.001	.079	.001	.009	.993
	Engagement on job	.422	.077	.365	5.468	.000
	To keep committed	.389	.066	.371	5.850	.000

From the above table we observed regression coefficients that indicated the change in functional environment of organization with one unit change in different roles performed by sufficient work load and by keeping all other variables as constant.

6. FINDING AND RESULTS

We found in this study that Manager's support is helpful in developing a functional environment of an organization that leads to increase in employees' productivity. The results are in line with the study of Leblebici (2012) who found that the Manager's support is helpful in increasing level of productivity of the employees. Good relations with coworkers was also helpful in developing an environment that increases employees productivity. The results are also consistent with the study of Ollukkaran and Gunaseelan(2012), who pointed out that good relations with coworkers influence employee level of performance. Proficiency of HR. Department is helpful in developing a functional environment of organization that will improve employees' productivity. These results are match to the results of Ollukkaran and Gunaseelan (2012),

Proficiency of HR. Department is helpful in increasing employee's performance in the study of "Effects of Functional environment of organization on Employee Performance". Similarly, good incentives, rewards and recognition plans are also helpful in developing a favorable functional environment of organization that has positive effects on employee's productivity as endorsed. The results are also validated by Condly et. al (2003) who found that incentives plan can significantly increase performance when they are carefully implemented. Job rotation also plays a vital role in developing an environment and has its effects on productivity of employees. The results are also in line with Sanali et. al (2013) who found that job rotation is helpful in increasing employees level of motivation at the work place and to decrease employees level of stress at work place. Nafei (2014) and Mohsan

(2012) found that job rotation is helpful in increasing level of job satisfaction and level of commitment with the organization.

We have also found that strength of internal controls is helpful in developing a functional environment of organization that has positive effects on employees' level of performance. Similar results were found by Naharuddin and Sadegi (2013), who found that job aids have significant effects on employee's level of performance. We have also found that sufficient work was helpful in increasing level of productivity in the organization. Similar results were described by Ali et.al (2013), who explained that positive relationship existed between employees' productivity and work load in presence of good functional environment. The functional environment of organization also effects on employees' level of productivity. The results are in line with Ajala (2012), who argued that a favorable functional environment of an organization support to improve the productivity of employees.

7. CONCLUSION

From the above discussion, we have reached the conclusion that functional environment of an organization is helpful in increasing employees' level of productivity. Factors like Manager's Support, Relationship with colleagues, proficiency of HR. Department, attractive and fast incentives and Recognition plans, Job rotation, Power of internal control and Sufficient Work load are also helpful in developing a functional environment of an organization that has positive effects on employees' level of productivity. The results also support our proposed model that was developed for conducting research study in banks and Insurance Companies in multiple cities of Southern Punjab in Pakistan. The results also send a message to organizations especially financial

institutions that by developing a favorable environment, the level of employees' productivity can be increased and maintained.

8. RECOMMENDATIONS

Following recommendations are made on the base of the findings and results of our study:-

- ▶ Banks must develop the dynamic working environment
- ▶ The management must develop a winning approach in the organization and try to develop the concepts of synergy and team work among the employees.
- ▶ The organizations must initiate continuous training programs for managers for developing a favorable functional environment of organization.
- ▶ Efforts must be made to keep employees always motivated. For this reason organizations must offer good incentives and recognition to achieve organization's goals.
- ▶ There should be strong job rotation policy implemented specially in the banks to enrich employees with maximum exposure of their profession.
- ▶ The target organizations must discourage to develop the culture of late sittings that is also a reason of creating non favorable functional environment of organization in the organizations.
- ▶ The organizations must offer good benefits plans for low level employees to keep them satisfied.
- ▶ The organizations must encourage and arrange daily physical exercise facilities for employees to keep them physically fit on the job,
- ▶ The organizations must regularly review the salaries and wage structure of the employees and ensure that they are commensurate with the skills and experiences of the employees and must be comparable to other organizations in the market.

- ▶ The organizations must implement strong internal controls to save organizations from unintentional errors and frauds.
- ▶ The organizations must develop strong job security plans to enhance employees confidence on the organizations.
- ▶ The organization must also get feedback from the employees to find out what kind of ways can be adopted to get them motivated. This will also give them a sense of freedom that they are important part of the organization.
- ▶ The organizations must open ways of communications between management and employees. This will help organizations to generate suggestions that will help in improving functional conditions in the organizations.
- ▶ The organizations must offer counseling to resolve domestic and job related issues of employees.
- ▶ The organizations must encourage employees to develop new methods and experiment with new ideas that lead to increase in employees' productivity.
- ▶ The organization management must set clear policies and procedures to achieve organization goals.

REFERENCES

- Abid, S. U. and N. Tara (2013). The Effects of Rewards on Employee Motivation, the Mediating role of Office Design: Empirical Evidence from Hotel Industry of Pakistan. *Journal of Business and Management* 7(6): 46-51.
- Abida Perveen & Awan, Abdul Ghafoor (2019). Effect of organizational justice, job satisfaction and trust on managers on employee performance. *Global Journal of Management, Social Sciences and Humanities*, Vol 4 (2).
- Adomi, E. E. (2006). Job Rotation in Nigerian University Libraries. *Library Review*, 66-74
- Ajala, E. M. (2012). The influence of workplace environment on workers' welfare, performance and productivity. *The African Symposium* 12 (1): 141-149.
- Ali, A. Y. S., et al. (2013). Functional conditions and employees' productivity in manufacturing companies in sub-Saharan African context: Case of Somalia. *Educational Research International* 2 (2): 67-78.
- Arokiasamy, A. R. A. (2013). A study on employee satisfaction perspectives in the hotel industry in Malaysia, *International Journal of Management and Strategy* 4(6).
- Asia Khan & Prof.Dr.Abdul Ghafoor Awan (2015). Determination of the Role of Branch Managers in promotion of financial innovation in commercial banks of Pakistan, *Journal of African and Asian Studies*, Vol 14: 21-28.
- Assaf, D. A. M. and D. A. Alswalha (2009). Environmental Effects of Functional Conditions in paint factories workers in the Hashemite

-
- Kingdom of Jordan (Field study). *European Scientific Journal* 9 (8): 193-205.
- Awan, Abdul Ghafoor & Nimra Ahson (2015). Impact of Quality Management Practices on the performance of Employees: A case study of selected banks of Pakistan, *Research Journal of Finance and Accounting*. Vol 6 (13):134-146.
- Awan, Abdul Ghafoor & Saher Saeed (2015). Conflict Management and Organizational performance: A case study of Askari Bank Ltd. *Research Journal of Finance and Accounting*. Vol 6 (11): 88-102.
- Awan, Abdul Ghafoor & Ahmad Zamir (2016). Impact of empowerment, reward system and self-esteem on employees' creativity, *Global Journal of Management and Social Sciences*, Vol 2 (2): 47-58
- Azizi, N., & Zolfaghari, S. &. (2009). Modeling Job Rotation in Manufacturing Systems; The Study of Employee's Boredom and Skill Variations. *International Journal Production Economics*, 69-85.
- Bakotic, D. and T. Babić (2013). Relationship between Functional Conditions and Job Satisfaction: The Case of Croatian Shipbuilding Company. *International Journal of Business and Social Science* 4(2).
- Bandura, A. 1986. Social foundations of thought and action. Englewood Cliffs, NJ: *Prentice Hall*.
- Baron, R.A. (1983). Behaviour in organizations. New York: *Allyn & Bacon, Inc.*
- Batson, C. D., Klein, T. R., Highberger, L., and Shaw, L. L. (1995). Immorality from empathy-induced altruism: When compassion and justice conflict. *Journal of Personality and Social Psychology*, 68, 1042-1054.

Bazgha Kiren & Prof. Dr, Abdul Ghafoor Awan (2016). Impact of Training and Development on Employees Performance in Banking Sector of Pakistan. *International Journal of African and Asian Studies*. Vol 17:1-9.

Berg, P. and A. L. Kalleberg (1999). The role of the work environment and job characteristics in balancing work and family.

Farwa Saeed & Prof.Dr.Abdul Ghafoor Awan (2014). Impact of professional training on employees' performance: A case study of Pakistani banking sector, *European Journal of Accounting, Auditing and Finance Research*, Vol 2 (8):70-80.

Iffat Asghar & Prof.Dr.Abdul Ghafoor Awan (2014). Impact of employee job satisfaction on their performance: A case study of Banking sector in Muzaffargarh District. *Global Journal of Human Resource Management*, Volume 2 (4):71-94.

Sarwar, Ghulam Haider, Prof.Dr.Abdul Ghafoor Awan (2015). Integrated role of HRIS and SHRS in Banking sector of Pakistan. *Global Journal of Human Resources Management*, Vol 3 (1):45-61

Tahir, Muhammad Taufique & Prof. Dr. Abdul Ghafoor Awan (2015) Impact of working environment on employee's productivity: A case study of banks and insurance companies in Pakistan, *European Journal of Business and Management*, Vol 7 (1):329-345.

CONTRIBUTION OF AUTHORS AND CONFLICT OF INTEREST

This research work was carried between collaboration of two authors.

Author 1: Tahira Liaqat is an MS scholar at Department of Business Administration, Institute of Southern Punjab. She designed the study, collected and analyzed data. She also wrote first draft of the manuscript under the supervision of author 2. She can be reached ecom.379@gmail.com.

Author 2: Prof. Dr. Abdul Ghafoor Awan is his first Ph.D in Economics from Islamia University of Bahawalpur-Pakistan and second Ph.D is in Business Administration from University of Sunderland, U.K. He contributed in this research paper by way of guiding author first about title selection, data collection and statistical analysis. He edited and gave final shape to the manuscript. In order to know about his fields of research please look at his Web of Science Researcher ID [M-9196 2015](#) or his [Profile at Google scholar](#).

Both authors read the manuscript carefully and declared no conflict of interest with any person or institution.
