



2nd AUSOM INTERNATIONAL RESEARCH CONFERENCE (2AIRC) 2024

Revisiting Business Practices in Digitalized Era:
Human Factor, Artificial Intelligence and Sustainability

12-13 DECEMBER, 2024 9:00AM - 4:30PM

Air Marshal Abdul Moeed Khan HI (M),
Vice Chancellor Air University Islamabad
will be Chief Guest of 2nd AUSOM
International Research Conference...

KEYNOTE SPEAKERS AND PANELISTS



Dr. Jeremy Mackey



Dr. Katherine Alexander



Dr. Ruixiang Song



Dr. Toseef Azid



Dr. Mumtaz Ali Memon



Dr. Khurram Shahzad



Dr. Syed Zulfiqar Shah



Dr. Idress Khawaja



Dr. Yasar Ayaz



Dr. Mohsin Zahid



Dr. Irfan Ul Haq



Mr. Ahad Nazir

Air University School of Management
(AUSOM), Islamabad

In Collaboration with HEC



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2nd AUSOM International Research Conference (2AIRC). 12-13 December, 2024. Air University School of Management (AUSOM), Islamabad, Pakistan.

(09:00 am to 04:30 pm)

Theme: *Revisiting Business Practices in Digitalization Era: Human Factors, Artificial Intelligence, and Sustainability.*

Air University School of Management (AUSOM) and Department of Business Studies Multan campus, in collaboration with Higher Education Commission (HEC), Pakistan organized the 2nd AUSOM International Research Conference on 12 – 13 December, 2024. The theme of the conference was "*Revisiting Business Practices in Digitalization Era: Human Factors, Artificial Intelligence, and Sustainability.*" The two-day event comprised keynote speeches, panel discussion, paper presentation and a colloquium for MS and PhD Scholars. The conference provided an excellent platform for industry professionals, researchers, academics, and policymakers to explore and discussed the interplay between sustainability, artificial intelligence, and the human factor, and their impact on business practices and society.

Conference Objectives:

The primary objectives of the conference were as follows:

- **To foster a multidisciplinary dialogue:** The conference will bring together experts from various fields, including academia business, technology, environmental studies, social sciences, and ethics, to facilitate discussions and knowledge exchange.
- **To explore the role of artificial intelligence in promoting sustainability:** The conference will delve into how artificial intelligence can contribute towards sustainable practices in businesses, industries, and communities worldwide.
- **To examine the human factor in the era of AI and sustainability:** The conference will emphasize the importance of considering human values, ethics, and responsibilities in the development, implementation, and governance of AI systems for sustainable outcomes.
- **To showcase best practices and innovative solutions for various business domains:** The conference will provide a platform for participants to present case studies, research findings, and innovative approaches that integrate sustainability, AI, and the human factor in the various domains of business such as Finance, HR, Marketing, IT, Production, and supply chain, etc.

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- **To foster networking and collaboration:** The conference will facilitate networking opportunities for participants to connect with like-minded professionals, scholars, and industry leaders, encouraging collaboration and the exchange of ideas.
- **Collaboration of artificial intelligence and businesses:** The conference will highlight how can flourish together and solve the most pressing problems of society such as hunger, poverty, unemployment, inflation, terrorism, literacy, gender gap, diversity, etc.
- To explore the role of artificial intelligence in research and development
- To explore how to utilize artificial intelligence for economic value addition

Sub-themes:

- The future of workforce: Opportunities, challenges, and implications for society
- Adoption and Institutionalization
- Opportunities, challenges, and implications for society
- Environment and Conservation
- Finance and investment practices
- Human-centric approaches to AI design, implementation, and governance
- Project and supply chain management
- Smart cities for sustainable urban development
- Consumer behaviour and consumption patterns
- Healthcare: Improving outcomes and access to care
- Tourism, Hospitality and Management
- Aviation Management
- Higher Education
- Ethics

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Organizing Committee	
Patron of the Conference	The Vice-Chancellor, AU
Advisor	Dr. Mueen A Zafar
Panel Advisor	Dr. Habib Ahmad Dr. Esmat Kemal
Conference Chair	Dr. Muzammel Shah
Co-Chair	Dr. Amir Ishaque
Conference Secretariat	Ms. Sana Farzand Ali Dr. Humera Irum Dr. Hina Najam Ms. Tayaba Sarfaraz
Support	Mr. Sarfaraz Ahmed and AUSOM IT

Peer Review Committee	
Editor	Dr. Muzammel Shah
Review Committee Members	Ms. Sana Farzand Ali Dr. Humera Irum Dr. Hina Najam

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Opening Speech by Conference Chair

Assalam-o-Alaikum and greetings

It is not for the first time that technology has revolutionized business and society. In earlier eras such as the agricultural revolution, industrial revolution and Information revolution, technology radically changed the business landscape and transformed society. Like in the Industrial Revolution, the period from 1760 to 1840 is considered a transition period in which an agrarian society was transformed into an industrial society. And now the AI. Artificial intelligence is transforming business and society. We are at the tip of transformation. We are again in a transition period. But all these technological developments have led to the issue of Sustainability. Sustainability is currently a global concern and it is on the 2030 agenda of the United Nations. The UN 2030 agenda calls for a collective effort to achieve 17 sustainable development goals. In the framework of Sustainability, human resource/human is an important factor. AI is either replacing or assisting/augmenting humans.

In this backdrop, the Air University School of Management and the Department of Business Multan organized this 2nd AUSOM International Research Conference. With relevance to Sustainability and artificial intelligence, the theme of the conference is - Revisiting Business Practices in the Digitalized Era: Human Factor, Artificial Intelligence and Sustainability. The 2-day event comprises keynote Speeches, panel discussion, paper presentation, invited talk and then a colloquium for MS and PhD students. The conference will provide a great learning and networking opportunity for scholars and practitioners to explore the future course of action for sustainability and reliance upon the AI. I hope you enjoy your time at Air University and wish you a great learning and networking.

Thank you

Dr. Muzammel Shah

Conference Chair 2nd AIRC



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Welcome Note by Conference Advisor

It is with great pleasure and pride that I welcome you all to the *2nd AUSOM International Research Conference (2AIRC)*, hosted by the Air University School of Management. This year's theme—*Revisiting Business Practices in the Digitalization Era: Human Factors, Artificial Intelligence, and Sustainability*—reflects our deep commitment to engaging with the pressing questions of our time. As businesses navigate the ever-evolving digital landscape, it is imperative that we place equal emphasis on technological innovation, human-centered design, and long-term sustainability. This conference provides a valuable platform for researchers, practitioners, and thought leaders to come together and explore these interlinked dimensions.



At AUSOM, we believe that academic dialogue plays a vital role in driving transformative change. Our goal is to foster interdisciplinary collaboration and generate insights that can inform responsible business practices and policy-making. I extend my heartfelt gratitude to all our distinguished speakers, researchers, and guests who have joined us from across the country and abroad. Your contributions are essential to the success of this event and to the broader pursuit of knowledge that benefits society. Let us make the most of this opportunity to exchange ideas, challenge assumptions, and shape the future of management in this digital age.

Dr. Mueen A Zafar

Conference Advisor 2AIRC
Dean, Air University School of Management (AUSOM)

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Letter of Thanks by Patron of the Conference, Vice Chancellor's Air University

Ladies and Gentlemen,

It is my great honor to welcome you all to the *2nd AUSOM International Research Conference (2AIRC)*, hosted by the Air University School of Management here in the heart of Islamabad. This conference comes

at a pivotal time when business landscapes across the globe are being reshaped by rapid digitalization. Our theme—*Revisiting Business Practices in the Digitalization Era: Human Factors, Artificial Intelligence, and Sustainability*—captures the complex challenges and immense opportunities before us. Today, we gather not only to share knowledge, but to question outdated norms, explore cutting-edge research, and shape inclusive, ethical, and sustainable business models fit for the future. As Vice Chancellor of Air University, I am proud of AUSOM's commitment to advancing meaningful research that bridges academia, industry, and society. The convergence of human factors, AI, and sustainability is not just a technological debate—it is a human-centered conversation about responsibility, adaptability, and foresight. I am confident that the insights emerging from this conference will inspire action, guide policy, and promote collaborative innovation. I thank our participants, researchers, keynote speakers, and organizers for making this intellectual exchange possible. Let this be a milestone in our shared journey toward responsible digital transformation.

Air Marshal (R) Abdul Moeed Khan, HI(M)

Patron of the Conference,

Vice Chancellor's Air University



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Keynote Speakers

Dr. Katherine Alexander



Dr. Katherine C. Alexander is an assistant professor in the Department of Management at Loyola University Chicago's Quinlan School of Business. Her research examines the dark side of leadership and its impact on employees and organizations. Her research interests include interpersonal mistreatment, destructive leadership, and developing measurement tools for managerial researchers.

Dr. Jeremy Mackey



Dr. Jeremy Mackey is an associate professor in the Department of Management Science at Auburn University, USA. His research has been published in numerous academic journals, including the Journal of Applied Psychology, Journal of Management, Journal of Organizational Behavior, and Personnel Psychology.

Dr. Riuxiang Song



Dr. Riuxiang Song is an assistant professor in the Department of Management and Entrepreneurship, University of Tennessee Knoxville, USA. His research focuses on corporate governance, threat response, competitive dynamics and quantitative research methods. He has published in management journals such as the Academy of Management Journal, Journal of Management and Journal of Management Studies. His work explores topics such as CFO language incongruity, stereotypical perceptions in management, and impression management in mergers and acquisitions.

Dr. Toseef Azid



Dr. Toseef Azid is a Professor at the College of Business and Economics, Qassim University, Saudi Arabia. He has been serving as a professor at Tayyaba University, Madina, Markfeild Institute of Higher Education UK, and BZU, Multan. He is an authority in the field of Islamic banking and Finance. He is the author of numerous books and articles on international trade, development, and Islamic Finance.

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Dr. Mumtaz Ali Memon



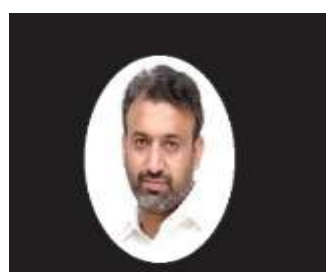
Dr. Mumtaz Ali Memon is an Associate Professor of the HRM Faculty of Business, at Sohar University, Sohar, Oman. He is also the Managing Editor of the Journal of Applied Structural Equation Modeling (JASEM). Dr. Mumtaz has facilitated more than 170 workshops on advanced quantitative research methods, IBM SPSS Statistics, SmartPLS, and IBM SPSS AMOS for both postgraduate students and lecturers at several universities and research bodies in Malaysia, China, Indonesia, and Pakistan.

Dr. Syed Zulfiqar Shah



Dr. Syed Zulfiqar Shah is a Distinguished Professor and Dean of the Faculty of Management Sciences at the International Islamic University, Islamabad. He holds a PhD in Finance, is a Fellow Chartered Management Accountant (FCMA), and has an LLB degree. As a Fulbright Scholar with postdoctoral research experience in the USA, Italy, and China, Dr. Shah's expertise spans Corporate Finance, Market Efficiency, Ownership Structure, Corporate Governance, Financial Reporting, and Performance Evaluation of Firms.

Dr. Khurram Shahzad



Dr. Khurram Shahzad is a Professor and Dean at Faculty of Management Sciences, Riphah Int'l University, Islamabad Pakistan. Dr. Shahzad holds a Post-Doc and PhD degree in Human Resource Management and Organizational Behavior. He also served as the Asst. Dean of Research at Riphah Int'l University. He has more than two decades of corporate and academic experience in Pakistan. He has received many awards including Best University Teacher Award from Higher Education Commission, Pakistan. He has published his research in many renowned peer-reviewed journals and presented his work in more than 20 countries.

Dr. Idrees Khawaja



Dr. Idrees Khawaja is one of the leading economists of Pakistan. He is widely recognized for his expertise in macroeconomic policy, governance, and institutional economics. Dr. Khawaja has held various leadership positions in esteemed institutions, including the Pakistan Institute of Development Economics (PIDE) and Air University, Islamabad. His extensive research spans topics such as governance, economic growth, and institutional performance. In addition to his academic and research endeavors, Dr. Khawaja is an active participant in the media, offering expert commentary on contemporary economic issues.

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PANELISTS

Dr. Yasar Ayaz



Dr. Yasar Ayaz is a Professor, the Founding Chairman, and the Central Project Director of Pakistan's National Centre of Artificial Intelligence (NCAI), headquartered at the National University of Sciences and Technology (NUST) in Islamabad. He also founded Pakistan's first Department of Robotics & Artificial Intelligence at NUST in 2010. Prof. Yasar is the author of over 150 international publications and has won international best paper awards in London, UK, and Sydney, Australia. With over PKR 2 billion in project funding, Dr. Ayaz has received numerous accolades, including the President's Award for Pride of Performance and the PEC Engineers' Excellence Award for his outstanding contributions to AI and robotics.

Dr. Mohsin Zahid



Dr. Mohsin Zahid is a seasoned professional with over 18 years of experience in academia, corporate, non-profit consulting, and entrepreneurship. With a PhD in marketing, Dr. Mohsin has made significant contributions to research in management, marketing, and social media, boasting over 20 publications in international journals. He is the founder and CEO of Neuron Solutions, which provides market research, digital marketing, IT, and AI solutions to clients worldwide. As an international trainer and speaker, Dr. Mohsin has conducted over 600 sessions in management, marketing, AI, and emerging technologies across nine countries, and he continues to lead discussions on AI's impact on business and society.

Dr. Irfan Ul Haq



Dr. Irfan Ul Haq serves as Professor of computer science at the Pakistan Institute of engineering and applied sciences (PIEAS), Islamabad. He received his Ph.D. in large-scale distributed systems from the University of Vienna, Austria, in 2010. He leads the Disruptive Innovation Lab at PIEAS, closely collaborating with the ICT industry. He was president Cloud Security Alliance Pakistan(2016-17). His research interests include Artificial Intelligence, Industry 4.0, Blockchain technology and Web 3.0. His recent research is focused on intelligent transportation systems, autonomous vehicles and decentralized autonomous systems.

Mr. Ahad Nazir



Head of Private Sector Engagement and Associate Research Fellow at the Sustainable Development Policy Institute (SDPI), Islamabad. With a background in Mechanical Engineering and Project Management, he has over a decade of experience in the energy, supply chain, and infrastructure sectors, working with organizations like CNPC, Engro, and Orient Energy. At SDPI, he leads initiatives on economic reform, trade policy, and public-private partnerships, and regularly collaborates with institutions like the World Bank, UN ESCAP, and CIPE. He is also an active mentor and trainer in entrepreneurship and sustainable development.

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**Panel advisor/Moderator:
Dr. Esmat Mustafa Kemal**



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Research Papers/Presentations

Factors influencing Pakistani Consumers' Acceptance of Carbon Tax: Examining the Roles of Personal Reasons, Sociocultural Conditions, Political Trust and Government Policies

Professor Dr. Muhammad Zaman¹, Sidra Jawad^{2*} & Hifza Irfan³

^{1,2,3} Department of Sociology, QAU Islamabad

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This study investigates the effect of personal reasons, sociocultural conditions, political trust, and government policies on carbon tax acceptance. This study is quantitative and cross-sectional by research design. The unit of analysis of the present study is vehicle users in Islamabad. The data of this study was collected using questionnaires. The author of the study developed a questionnaire from past literature reviews. The questionnaire was distributed among respondents using Simple random sampling. The questionnaire was distributed among 384 respondents. This research received 309 usable responses from the respondents. The data was analyzed using structural equations modelling through Smart PLS 4 as a tool. The results of the study supported the notion that Personal reasons, sociocultural conditions, political trust and government policies have significant effects on carbon tax acceptance. Limitations are discussed in detail in the present study. These findings are important for the policymakers of Islamabad to control the traffic on the roads and to make strategies for tax collection from road users. On the other hand, these results are helpful for scholars to conduct their future studies.

Keywords: Personal reasons, sociocultural conditions, political trust, Government policies, Tax Collection

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Analyzing the Moderating role of Agility among Enterprise Resource Management (ERP) Usage, Project success and Project Uncertainty in the IT Sector of Pakistan

Zahra Shehzadi

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The aim of this study was to analyze the impact of ERP Usage and Project uncertainty on Project success with moderating role of Agility and scope of this study comprises only the IT companies residing in Rawalpindi and Islamabad in Pakistan. In IT sector, projects have very complex nature and there are many uncertain factors involve in order to affect the successful completion of project. The centralization of business-processes and organized flow of information attained importance in all organizations because it possesses strong impact on projects. Data was collected in cross-sectional manner from 264 middle-tier officials of IT sector of Pakistan with the help of adapted questionnaires. In this study, two statistical tools used for analyzing the collected data such as SPSS and SmartPLS 3.3.3. Frequency distribution and One-Way ANOVA performed on SPSS whereas other analysis performed by using SmartPLS. Statistical analysis revealed that ERP usage have positive relation with Project success and Project Uncertainty negatively associated with Project Success. Agility also moderates the relation between ERP Usage and project success but it does not help in weakening the relation between Project Uncertainty and Project success. Practically, this study will help project managers in the adoption of ERP usage for maximizing the probability of project success and identifying in uncertain factors that can influence projects adversely. Theoretically, this study contributed in organizational information processing theory.

Keywords: ERP Usage, Project Uncertainty, Agility, Project Success

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Measuring the Extreme Connectedness among Sustainable Cryptocurrencies, Islamic Cryptocurrencies, Energy Tokens and G-7 Economies

Syeda Faiza Hasnat & Hassan Hanif

The market of crypto assets, marked by its inherent susceptibility and volatility to uncertainties is the focal point for financial research. In line with this purview, the purpose of this study is to analyze the extreme connectedness among sustainable cryptocurrency (SOL, HBAR, XLM), Islamic cryptocurrency (HGT, LINK, CELO), Energy Tokens (POWR, WPR), and stock markets of G-7 countries (ENX, DAX, Italy 40, Nikkei 225, NYSE, UK FTSE, US NYE-USD) from January 1st, 2021 to January 31st, 2024. The Quantile VAR model is used to examine the extreme connectedness and the data is analyzed at 5%, 50%, and 95% quantile. The findings indicate moderate spillover during normal market conditions. However, high connectedness is observed at higher and lower quantiles confirming that spillover increases during worst and best market conditions. In addition to that, dynamic connectedness results show that the spillover varies across different periods. At 5% quantile, Canada, WePower, PowerLedger, UK, France, Japan, and HelloGold are the net transmitters. However, Germany, Italy, the US, Solana, Hedera, Stellar, ChainLink, and Celo act as the net receivers. At 95% quantile, the UK, Italy, France, WePower, HelloGold, Celo, and Japan, are the net transmitters. However, Canada, Germany, the US, PowerLedger, Solana, Hedera, Stellar, and ChainLink, are the net receivers. The findings are useful for investors to consider the diversification aspects corresponding to the Markowitz portfolio theory to create diversified portfolios. The study suggests that policymakers closely monitor the evolving landscape of sustainable cryptocurrencies, Islamic cryptocurrencies, and energy tokens.

Keywords: Sustainable, Cryptocurrency, Energy Tokens, Quantile VAR

Heuristics-Driven Biases and Investment Performance the Role of Locus of Control and Risk Perception

Muhammad Altaf Dogar¹ & Prof. Dr. Syed Zulfiqar Ali Shah²

PhD Scholar, Faculty of Management Sciences (FMS) International Islamic University, Islamabad.

Dean Faculty of Management Sciences (FMS) International Islamic University IIUI

This research explore the method by the Heuristic-Driven Biases (HDB) effect on the Investment Performance (IP), with mediating role of Risk Perceptions and moderating role of Locus of control (LC). There are approaches for the research i- inductive and II- deductive approach, now this study deductive approach was adopted as the research is based on the conceptual model of behavioral finance. A survey questionnaire and cross-sectional method is used for the gather of data from the individual investors are businesses on the Pakistan Stock Exchange (PSX). The Hypotheses is tested through the smartPLS software. Research indicates that heuristics-driven biases, moderated by locus of control and risk perception, significantly impact investment performance. Investors with a high internal locus of control are more likely to make informed decisions, reducing susceptibility to biases such as overconfidence and herding. Additionally, those with a balanced risk perception tend to avoid extreme risk-taking or risk aversion, enhancing their investment outcomes. It gives knowledge and considerate of heuristic-driven biases in investment performance (IP), which could be very useful for IP and experts in capital departments, such as businessmen investment banks, in commercial banks, portfolio managers and mutual funds. This research supports investors to choose better investment equipment's and safe from the again and again expensive mistakes, which occur because of HDB. They can enhance their outputs by identifying their biases and mistakes of judgment, to which we are all disposed, consequences in a more mental. So, it is need to focus on a particular investment policy control "psychological errors" by investors because of HDB. As gap analysis suggests that heuristic-driven biases and their effect on IP are a major's fields, necessary to be explained in the domain of behavioral finance. The present research is the novel of its nature, concentrating on the relationship b/w heuristics, IP, RP and locus of control within the particular context of Pakistan. Thus, study work is new research in this context.

Keywords- Overconfidence and Herding Biases, Locus of Control, Risk Perception and Investment Performance.

**Extreme Connectedness among BRICS Stock Markets, Islamic Cryptocurrencies and Oil Returns:
Portfolio Implications**

Mudassar Rehan & Hassan Hanif

The purpose of this research is to investigate the return spillover among the BRICS stock markets, oil and Islamic Cryptocurrencies. The study uses the quantile vector auto-regression method on daily data spanning from August 2018 to September 2023. The quantile analysis demonstrates the net transmitters/receivers turn in net receivers/transmitters at different quantile. The results of the study indicate that having a thorough understanding of asset behaviour and market dynamics is the best way to manage risk. Our findings furnish policymakers with crucial insights regarding the return spillover connectivity among oil, Islamic Cryptocurrencies, and BRICS stock markets. The study's results may be used to establish pertinent policy measures that would preserve market stability in the face of return spillover. The findings of the study are also useful to investors/portfolio managers in developing a well-diversified portfolio. The study identifies the relationship among the selected markets for the first time. Previous literature highlights the spillover among Cryptocurrencies but it is the first time that the spillover is examined among Islamic Cryptocurrencies, BRICS stock markets and Oil. The result indicates an asymmetric response with highly sensitive market conditions (bullish and bearish market). Meanwhile, the connectedness in the different quantile varies occasionally, highlighting how the dependent structure at the extreme tails evolves. Particularly, the return spillover analysis indicates that Brazil and Oil as net transmitters while Russia, China, X.8.X and Hello Gold are the net receivers among the selected markets.

Keywords: Return Spillover, BRICS, Islamic Cryptocurrencies & Oil

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Regulator's Approach Based Asset Quality and the Financial Performance: Evidence from Pakistan's Public Sector Commercial Banks' Loan Portfolios

Nadir Ali¹, Zahid Ali Chanar²

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² Dean of the Department of Business Administration,
Sindh Madressatul Islam University, Karachi, Pakistan.

This research investigates the effects of Regulator's Approach Based Asset Quality on the Financial Performance of Public Sector Commercial Banks in Pakistan. The variables analyzed for the Asset quality are based on the State Bank of Pakistan's methodology; the variables analyzed include "NPL to gross advances", "NPLs write off to NPLs provisions", "Provision against NPL to NPLs", and "Provisions against NPLs to gross advances". Besides, Return on Asset is considered for the measurement of banks' financial performance. The study is conducted by considering the two most applicable panel data techniques (i.e. random effects and fixed effects models), using Hausman's test; this test suggests that the fixed effect model is appropriate for the analyses. The research uses a quantitative research approach, analyzing panel data of ten years and applying multiple regression analysis to test the research hypothesis at the significance level of 1%. The results of the research suggest that there is a significant relation between Asset Quality and Financial Performance; the findings indicate that "NPL to gross advances", "NPLs write off to NPLs provisions", and "Provision against NPL to NPLs" have negative and significant relations with the financial performance, while "Provisions against NPLs to gross advances" has a significant and positive relation with the financial performance. The study highlights the importance of monitoring Asset Quality using the regulator's approach to ensure the banks' financial stability in Pakistan.

Keywords: Public Sector Commercial Banks (PSCBs), non-performing loans (NPLs), Asset Quality, loan portfolio, financial performance

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Artificial Intelligence Influence on Asset Pricing and Derivative Markets: Across Countries Analysis

Muhammad Faheem Ullah^{1*}, Muhammad Musaddique Latif² & Mir Beburg Lehri³

¹Research Scholar, Institute of Business Management Sciences, University of Agriculture Faisalabad, Pakistan.

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²Research Scholar, Fast School of Management, National University of Computer and Emerging Sciences, Pakistan

³Research Scholar, University of Balochistan, Pakistan.

This study investigates the impact of Artificial Intelligence -based techniques on asset pricing and derivatives through a cross-country analysis of financial markets in the United States of America, United Kingdom, Canada, and Australia. Using synthetic data and Smart-PLS for analysis, the study examines how AI approaches, including machine learning, deep learning, and reinforcement learning, affect forecasting accuracy and asset valuation compared to traditional financial models. The findings suggest that countries with higher adoption rates of AI techniques experience improved predictive performance and more accurate asset and derivative pricing. Notably, deep learning models outperform traditional methods in predicting stock market trends. However, the study acknowledges limitations such as reliance on synthetic data, potential challenges in model interpretability, and varying levels of AI adoption across different regions. The research underscores the need for future studies to explore a broader range of geographies, incorporate real-world data, and address practical implementation challenges.

Keywords: Artificial Intelligence in Finance, Asset Pricing Impact, Derivatives Market Volatility, Cross-Country Financial Analysis, Multivariate GARCH Model, Granger Causality

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A Low-Risk vs. Market-based Portfolio in Equity Market: An Evidence from Global Financial Crisis and Global Pandemic Crisis in Pakistan

Dr. Muhammad Wajid Raza¹, Dr. Bahrawar Said^{2*} &
Mr. Ijaz Hassan³

^{1,2,3} Shaheed Benazir Bhutto University, Sheringal, Dir (Upper), Pakistan.

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The study tests the risk characteristics of a low-risk-based portfolio compared with a broader market-capitalization weighted portfolio (benchmark portfolio) in the Pakistan Stock Exchange (PSX). This study considers all listed stocks at PSX as an investment universe. A market capitalization-based portfolio is created with a hundred stocks with the highest market capitalization. Low-risk stocks were assessed by measuring the idiosyncratic risk. Extensive back-tests were performed to compare the financial performance for 2005-2022. Results show that the market-capitalization-based portfolio outperforms the low-risk-based portfolio in terms of annualized returns. However, the latter significantly reduces the risk and leads to superior risk-adjusted performance. The low-risk portfolio shows resilience to market turmoil and reduces the downside risk of the market portfolio. The risk-return relationship seems to be stronger in the case of idiosyncratic risk. The effect of the Global Financial Crisis (GFC) for 2008-09 and the Global Pandemic Crisis (GPC) for 2020-21 are also investigated; the results indicate that a low-risk-based portfolio carries higher returns while the market capitalization portfolio carries relatively higher risk. Both individuals and institutional investors can enhance the risk-adjusted performance of their portfolios by adopting a low-risk-based strategy.

Keywords: Low-Risk Portfolio, Market-based Portfolio, Performance Evaluation, Pakistan Stock Exchange.

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“IoT Token Spillover on IoT Companies”

Bilal Ahmed Khan

A profound transformation is witnessed by the investment landscape because of emergence of Internet of Things (IoT) as a driving force behind advancements in technology. Our research investigates the multifaceted relationship between Internet of Things (IoT) tokens and companies, thus exploring the insightful transformations witnessed in the investment landscape. Our study gathered historical price and trading volume for 5 IoT tokens namely VET, IOTX, NKN, IOST & DGB and 5 IoT companies which are Kontron AG (KTN), Digi International (DGII), Arlo Technologies (ARLO), Focus Universal (FCUV), Power fleet (PWFL). Our study inspects the quantile connectedness of volatility and returns between the IoT companies and tokens leveraging the TVP-VAR model. The DCC-GARCH model, meticulously crafted to illuminate the intricate financial relationships between these two dynamics real, is used for getting this accomplishment. Our study results are useful for individual investors, policy makers and investment companies with respect to financial market stability and portfolio risk management in both typical as well as extreme market conditions exhibiting that other conventional financial assets can also get affected by the market short squeezes in these crypt assets.

Key Words: IoT Tokens, IoT Companies, Tokenization, Cryptocurrency, Investment, Return, Risk, Spillover

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Customer intentions to adopt AI-based chatbots: a Behavioural Reasoning Theory Perspective

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This research seeks to examine the determinants of adoption of AI-based chatbots in online shopping. The current study utilized behavioral reasoning theory (BRT) to model the perceived trust as a path variable, along with key independent variables including innovativeness, perceived ease of use, perceived enjoyment, perceived risk, barriers to use, and perceived intrusiveness and behavioral intentions as dependent variable. This study utilized online survey to collect the data from online buyers. Data was tested by using by structural equation modeling (SEM). Confirmatory factor analysis was conducted to establish the validity and reliability of study variables. Structural model was estimated to test the hypotheses. The study findings are in line with the propositions of BRT. Study results establish a significant relationship between motivators and inhibitors with customer trust and intention to adopt AI-based chatbots. This research contributes significantly to the existing literature by providing empirical insights into the complex dynamics between motivators and inhibitors with customer trust and intention to adopt AI-based chatbots. The practical implications derived from the findings offered valuable insight to retailers and marketing managers to strategically improve the adoption of AI-based chatbots.

Keywords: AI-based chatbots, motivators, inhibitors, BRT, customer trust, online shopping

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Bridging the Gap between Green Human Resource Management and Green Innovation through the Lens of Psychological Climate, Self-Efficacy and Transformational Leadership in the Fertilizer Sector

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Organizations are devising strategies and policies to drive Green Innovations (GI) due to growing environmental concerns. Conventional innovative methods contribute to the release of hazardous pollutants and toxic emissions, considering this concern, this study aims to investigate the direct and indirect impact of Green Human Resource Management (GHRM) on GI in the fertilizer industry. Green Self-Efficacy (GSE) and Psychological Green Climate (PGC) mediate in a parallel mediation model between GHRM and GI. Further, this study investigates the role of Green Transformational Leadership (GTL) as a moderator. The data is collected from 325 employees of fertilizer manufacturing companies listed on Stock Exchange of Pakistan. Structural Equation Modeling is used through SmartPLS for the analysis. Results indicate GHRM drives GI in fertilizer sector of Pakistan, further it also drives PGC and GSE among employees. It is proven that employees having psychological perception about the importance of sustainable policies of their organization (PGC) will eventually lead towards offering creative solutions to innovate sustainable products and processes (GI). On the other hand, results do not support the impact of GSE on GI, and mediation of GSE is also not supported. Green Transformational Leadership moderates the association between GHRM and GSE, while the results do not support its moderation between GHRM and PGC. This study is novel because the impact of GHRM on GI is not studied yet in the fertilizer sector of Pakistan. The proven impact of PGC on GI, and mediation of PGC is a major contribution of this study and this research has some major implications in the fertilizer industry for a developing country like Pakistan.

Keywords: Green Human Resource Management (GHRM), Green Innovation (GI), Green Transformational Leadership (GTL), Psychological Green Climate (PGC) and Green Self-Efficacy (GSE)

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Unveiling the Dark Side: Ethical Dilemmas Faced by Online Customers within the Retail Sector

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The integration of e-commerce in the business sector has given rise to online shopping as it simplifies the process of searching, evaluating, and buying the product which facilitates the buying process and satisfies the customer. Despite the acknowledged benefits of the integration of e-commerce it still faces a significant research gap related to the dark aspects of e-commerce and how these aspects affect consumer buying behavior, specifically in the retail sector. This study seeks to develop a model to examine the relationship between consumer buying behavior and dark aspects of e-commerce (privacy, spam, and deceptive practices) in the retail sector. The theoretical lens adapted to study the relationship between consumer buying behavior and dark aspects of e-commerce in the retail sector was Behavior Reasoning Theory. The study adopted an online survey to collect data from 500 online retail customers. The study showed a significantly negative relationship between online buying behavior and dark aspects of e-commerce. The study highlights the need to mitigate the negative consequences caused by the dark side of e-commerce. The result findings intend to increase awareness among consumers, policymakers, and companies on the importance of resolving these issues by bringing attention to the negative aspects of online shopping and offering valuable insight for formulating measures aimed at reducing hazards for online shoppers.

Keywords: privacy concerns, e-commerce, dark aspects, consumer buying behavior, retail sector

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Sustainable HRM as Drivers of Sustainable Organizational Performance in Healthcare: A Study of Public and Private Hospitals in Pakistan

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The purpose of this research is to investigate the awareness as well as practical implications for sustainability in the Pakistani healthcare industry. Specifically, the relationship between sustainable organizational performance and sustainable human resource management (HRM) will be examined. By filling in this gap in the literature, the study gives fresh perspectives on how HRM practices might support organizational sustainability, paving the basis for more research in this important field. Hence, this research is aimed to introduce a new concept by exploring the potential relationship between sustainable HRM and sustainable organizational performance.

Key words: Healthcare, sustainable HRM, sustainable organizational performance

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Trust in Generative AI and Job Performance: Paving the Pathway in the Aviation Industry

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The use of artificial intelligence (AI), especially generative AI, to increase competitiveness, efficiency, and safety is causing a radical change in the aviation sector. This study examines the relationship between employee trust in generative AI and job performance in the context of the aviation industry. The research model was developed based on Social Exchange Theory. The research model hypothesizes positive associations among employee trust in generative AI, digital competency, innovative work behavior, and job performance. A total of 270 aviation employees participated in the cross-sectional survey. The results suggested that trust in generative AI which is functionality, reliability, and data protection is positively associated with digital competency and innovative work behavior. Results also in support of a positive association among digital competencies, innovative work behaviors, and job performance. The study findings provide empirical evidence on the role of employee trust in generative AI in employee job performance. The study findings offer practical implications for aviation organizations to develop employee trust in generative AI and enhance digital competencies and innovative work behaviors among employees for better job performance. The study findings help us understand the challenges of using new technology and encouraging long-term innovation and growth.

Keywords: Generative AI, employee trust, digital competencies, innovative work behaviors, and job performance

The Impact of Communication Gap on Team Success in Virtual Teams: the Mediating Role of Team Trust and the Moderating Role of Transformational Leadership

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This study explores the critical relationship between communication gaps and team success within virtual teams of Pakistani IT project-based organizations. Employing a quantitative research design, the study utilizes a survey instrument distributed through online platforms to gather data from project managers, team members, and IT professionals. Rule of thumb is followed for the sample size. The sample size was 215. The research design ensures a representative sample and facilitates robust statistical analysis. The environment of this study is completely natural i.e. Non contrived, and positivist philosophy is used to study the impact of communication gaps on team success and their causal relationship. 5-point Likert scale is used to measure the communication gap, team success, team trust and transformational leadership. During the data collection process, special considerations were given to the anonymity and confidentiality of the participants. The study explored the communication gaps prevalent within Pakistani virtual IT teams and delved deeper to identify their impact, which poses significant challenges to team success. The research involved analyzing the correlations between communication gaps and various aspects of team success. These points are critical for customer satisfaction, project deadlines, and its completion rates. This study helps organizations to revise their strategies that mitigate the communication gap and ultimately its effect on team success. The solution we can expect is to improve communication within teams and the trust among team members. It is suggested that any future research endeavors should incorporate interviews, observations, and additional data collection methods to minimize biases and to gain a more nuanced understanding of communication dynamics within virtual teams in Pakistan.

Keywords: Communication Gap, Team Success, Virtual Teams, Team Trust, Transformational Leadership

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Unlocking the Green Path - Analyzing Environmentally Specific Transformational Leadership through Organizational Citizenship Behavior Towards Environment: Application of Affective Event Theory

Iqra Mukhtar

This research aims to analyze the effects of environmentally specific Transformational Leadership on Organizational Citizenship Behavior towards the Environment among the middle level employees of pharmaceutical industry of Pakistan, the relationship is mediated by Harmonious Environmental Passion and moderated by Green Mindfulness. Data were collected from the middle level employees and members of R&D department of the pharmaceutical companies across major cities of Punjab, Pakistan. The judgmental sampling technique, a type of non-probability sampling technique, was used to collect the data. 291 respondents recorded their response through the adopted and adapted questionnaire survey. The data analyses have been performed via SPSS and Smart PLS 4 software through advance statistical techniques. Theoretical perspective of Effective Event theory was underpinned, and results revealed that environmentally specific Transformational Leadership has significant positive impact on Organizational Citizenship Behavior towards the Environment, mediated by Harmonious Environmental Passion. Whereas, the relationship between environmentally specific Transformational Leadership and Harmonious Environmental Passion was moderated by Green Mindfulness. The study draws attention on sustainable development goals, especially the SDG 13 (climate action) and SDG 15 (life on land) under the application of affective event theory in pharmaceutical sector of underdeveloped country. The survey revealed a noteworthy relationship between environmentally specific Transformational Leadership and OCBE among the employees of pharmaceutical companies. The study also investigates the mediation and moderation role of harmonious environmental passion and green mindfulness respectively, and highlights that mindfully green state of employees can satisfy them from their actions and lead them to become environmentally passionate. This study provides a valuable guidance to the pharmaceutical companies for devising precise strategies for the sake of diminishing carbon footprints and pulling off sustainability goals.

Keywords: Environmentally specific Transformational Leadership (ETL), Organizational Citizenship Behavior towards Environment (OCBE), Green Mindfulness (GM), Harmonious Environmental Passion (HEP), Affective Event Theory (AET).

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"The Impact of Nursing Professionalism on Perception of Patient Privacy Protection: the Mediating Role of Nursing Informatics Competency and Moderating Role of Nursing Self-Efficacy

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The purpose of this study is to examine the overall effect of nursing professionalism on the perception of patient privacy protection in the presence of nursing informatics competency as mediator and nursing self-efficacy as moderator. Adopting the convenience sampling technique, the data is collected from 250 nurses in different hospitals from Islamabad and Rawalpindi, Pakistan through the adopted questionnaire. SPSS and Smart PLS-SEM have been used for data analysis. According to the results, all the hypothesis were found to be significant and supported except hypothesis 5 i.e. Nursing self-efficacy moderates the relationship between nursing professionalism and nursing informatics competency in such a way that the relationship will be strong if nursing self-efficacy is high. Moreover, the results also indicated that nursing informatics competency acts as a mediator between nursing professionalism and perception of patient privacy protection. The mediation of nursing informatics competency and moderation of self-efficacy between nursing professionalism and nursing informatics competency is still under research so this makes our research a unique contribution. Using a cross-sectional study technique to get study results limits the ability to wrap up set hypothesis regarding the causal connection between the study variables. To resolve the constraint, future researchers should collect data over multiple time phases. Moreover, convenience sampling technique adoption might cause individual bias and the collection of the section of the participants who are not an envoy of the greater part of the population. Due to the adoption of a quantitative research technique, the comprehensive details of a few of the research findings are limited. Consequently, future research should observe a qualitative study design to build up a broad comprehension of the overturn effects. This research has managerial implications for nurse managers and nurse leaders.

Keywords: Informatics competency, nursing, self-efficacy

Determinates of Online Fake News Sharing Behavior among the Social Media Users of Pakistan

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The study uses the Theories of Planned Behavior (TPB) and User and Gratification Theory (U & G) as the theoretical framework to examine the effects of social media exposure and behavioral antecedents on false news spreading behavior among social media users in Pakistan. Partial Least Squares – Structural Equation Modelling (PLS-SEM), a quantitative research tool, was used. The study focused on reactions from Pakistani social media users. According to the study, social media users' unique characteristics significantly influence their inclination to share false information on the platform. Social media users' attitudes, perceived control behavior, and subjective norms are all significantly impacted by their exposure to the platform. There were 400 Pakistani social media users in the sample. Google Forms is used to collect data. The findings demonstrate a substantial positive association between all variables and the dependent variable, which measures intentions to spread false information. As a result, the evidence and theory fit each other well. The study adds to the body of knowledge by demonstrating that social media users' real fake news behavior is significantly influenced by their behavioral intention to spread false information. This study provides amazing insights for professionals, scholars, social media consumers, and social media platform providers.

Key Words: Perceived Enjoyment, Social Presence, Information Sharing, Subjective Norms, Fake News

The Nexus between Workplace Ostracism and Incivility: the Mediating Role of Negative Emotions

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By synthesizing the Social Exchange Theory (SET) and the Stressor-Emotion Model of Counterproductive Work Behaviour (SEM-CWB), this study presents scholarly investigation to explain the complex connection between workplace ostracism and workplace incivility, incorporating the mediating role of negative emotions. Utilizing the sophisticated analytical framework of partial least squares structural equation modelling (PLS-SEM) facilitated by Smart PLS-4 software, the study meticulously scrutinized a dataset comprising 300 responses emanating from the academic professionals within the higher education sector of Pakistan. Data were collected in two time-lags with one-month gap. The empirical results confirmed that workplace ostracism is positively related to workplace incivility. The results also verified that negative emotions mediate the relationship between workplace ostracism and workplace incivility. The relationship between workplace ostracism and workplace incivility with mediation of negative emotions has rarely been empirically examined in the past. This study adds to the literature on Social Exchange Theory and the Stressor-Emotion Model of Counterproductive Work Behaviour. The study provides significant insights to organizations, especially higher education sector, in formulating policies to manage the issues related to workplace ostracism and workplace incivility.

Keywords: Workplace ostracism, negative emotions, instigated incivility, Social Exchange Theory, Stressor-Emotion Model of Counterproductive Work Behaviour.

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The Hidden Struggles: Impact of Impostor Phenomenon on Knowledge-Hiding Behaviors with Mediating Role of Job Stress

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This study investigates the internal struggle known as Impostor Phenomenon (IP) and its effect on knowledge-hiding behaviors among faculty members, with a focus on the mediating role of job stress (JS). Using a time-lag design data was collected from 226 faculty members from public and private universities located in Rawalpindi/Islamabad. The results highlighted that there is a positive link between Impostor Phenomenon and knowledge-hiding behaviors. Moreover, job stress was found to mediate this relationship. This discovery has important implications for academic institutions, particularly in terms of creating an environment where information sharing is encouraged without fear or doubt. Therefore, it is essential that Impostor Phenomenon and job stress are addressed to foster openness amongst faculty members.

Keywords: Faculty members, impostor Phenomenon (IP), job stress (JS), knowledge-hiding

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Impact of Inclusive Leadership on Employee Creativity: The Mediating Role of Perceived Organizational Support and Moderating Effect of Self-Efficacy in Higher Education

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In the context of the global shift towards digitalization, the creativity among employees has emerged as a crucial asset particularly in higher education where innovative behavior is essential for progress. This study investigates the impact of inclusive leadership on employee creativity with mediating role of perceived organizational behavior, and the moderating effect of self-efficacy on employee creativity. Inclusive leadership is characterized by valuing diverse perspectives and fostering a sense of belonging and can enhance employee creativity by creating a supportive work environment. The data was collected through convenience sampling from the 300 faculty members of higher education of twin city of Rawalpindi and Islamabad. The analysis was conducted using SEM on AMOS software to examine the direct and indirect relationship of variables used in the perceived model. The findings reveal that Inclusive Leadership positively influences Employee Creativity, through the mediation of Perceived Organizational Support. Moreover, Self-efficacy was found to moderate the relationship between Inclusive Leadership and Employee Creativity, and highlights the importance of individual confidence in creative tasks. Further the study contributes to the literature on leadership and employee creativity through perceived organizational support particularly in the context of higher education.. The research offers practical implications for policymakers and higher education leaders, emphasizing the need to cultivate a supportive and inclusive work environment to boost creativity among faculty members to meet the global challenges and achieve the sustainable growth in higher education sector.

Key words: Inclusive Leadership, Employee Creativity, Perceived Organizational support

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Investigating the Impact of Agile Methodology on Software Project Success: the mediating Role of Agile Work Environment

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The existing research literature on project-based companies lacks a comprehensive explanation of how software-based organizations effectively apply agile approaches to address uncertainty and enhance performance. This research article examines the aspects that can be identified as contributing to the enhancement of Project Success. An investigation has been conducted on the influence of Agile Methodology on Project Success, with a focus on the mediating effect of the agile work environment. Information was gathered from a sample of 211 individuals employed in different project-based firms within the software/IT industry in Rawalpindi and Islamabad. Non-probability sampling was utilized for this purpose. The study findings suggest that adopting Agile (XP) Methodology has a substantial and favorable influence on project success. The Agile work environment plays a crucial role in mediating the relationship between the agile (XP) methodology and project success, with a large beneficial impact. The study makes a substantial contribution to this field of research, particularly in the area of projects management. This study offers suggestions for future scholars, specifically within setting of pakistan.

Keywords: Agile (XP) Methodology, Project success, agile work environment.

Impact of Humble Leadership on Project Performance: The Mediating Role of Team Engagement & the Moderating Role of Organizational Culture

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The aim of the study is to investigate the impact of Humble Leadership on Project Performance with the mediating role of Team Engagement and the moderating role of Organizational Culture. The study opted for cross-sectional quantitative survey-based research methodology to collect the data from 300 respondents. Moreover, the study applied the Process Hayes model to analyze the results. These results show that Humble Leadership has a positive relationship with Project Performance, as it makes strong collaborative teams that affect project success. Team Engagement acts as a bridge in this relationship: Humble leaders encourage dedication among team members, increasing overall performance. Moreover, Organizational Culture impacts this effect: In cooperative, helpful cultures, the benefits of Humble Leadership on Team Engagement and Project Performance are more obvious, whereas in inflexible settings, the effect may be less significant. The study implies that project outcomes of any organization can be improved if they promote Humble Leadership, due to which trust, cooperation, and engagement within the team increases. This can lead to stronger and more committed teams that perform better. Organizations aiming to enhance Project Performance may benefit from supporting leadership training and cultural initiatives with these principles, helping create an environment where teams feel more valued and engaged. Future researchers can increase the sample size. Data for this research is collected from twin cities i.e., Islamabad and Rawalpindi. In future data can be collected from other cities as well. Qualitative research can be done in future expecting that results may change.

Keywords: Humble Leadership, Project Performance, Team Engagement, Organizational Culture

Impact of Risk Factors on Project Cost: Moderating Role of Earned Value Management & Intention to Use AI

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The study aims to investigate the impact of Risk Factors on Project Cost with moderating roles of Earned Value Management (EVM) and Artificial Intelligence (AI). The study opted cross-sectional quantitative survey-based research methodology to collect the data from ($N=300$). Moreover, the study applied Process Hayes model to analyze the results. The results show that Risk Factors are strongly linked with increased Project Costs. EVM moderates the relationship between Risk Factors and Project Cost, helping to mitigate cost overruns. Intention to use AI also decreases the negative effect of the risks by improving cost prediction and resource allocation. The projects in which EVM and strong intent to use AI have been used can show better cost control under risky conditions. These results can provide valuable insights in high-risk environments, and how EVM and AI adoption can help companies manage project costs effectively. This research can be used in different organizations to mitigate cost overrun in high risks environments. EVM can be used to control cost overrun. Project managers can use different AI tools in their projects. These AI tools can help to predict risks due to which cost overruns and can decrease negative effect of the risks. Future researchers can expand the literature in this domain by adding specific risk factors.

Keywords: Risk Factors, Project Cost, Earned Value Management, Artificial Intelligence

Impact of Time Management on Project Cost Management: Moderating Role of Artificial Intelligence

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The study aims to investigate the impact of Time Management on Project Cost Management with moderating roles of Artificial Intelligence (AI). The study opted cross-sectional quantitative survey-based research methodology to collect the data from ($N=300$). Moreover, the study applied the Process Hayes model to analyze the results. The result of the study shows that Time Management is related to Project Cost Management, and it can affect the overall cost of the project. Familiarity with the use of AI and Perceived Ease of AI can moderate the relationship between Time Management and Project Cost Management and help to manage cost overruns and make projects successful. It is suggested that organizations should adopt different AI tools to manage time and cost of the projects and give training to their employees regarding the use of different AI tools for project management. Project organizations can use this research to complete their projects within time and cost. AI tools can be utilized to manage time and avoid cost overruns. Future researchers can explore the adverse effects of AI usage in this domain. Data for this research is collected from Rawalpindi and Islamabad, future researchers can expand this research to other cities in Pakistan.

Keywords: Time Management, Project Cost Management, Artificial Intelligence

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External Debt and Economic Growth: How Institutional Quality Shapes Outcomes in Developing Countries.

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This study explores the relationship between external debt and economic growth in developing countries, with a focus on the role of institutional quality. Utilizing annual data from 1996 to 2022 on external debt, economic growth, and institutional quality indicators, the analysis employs System GMM estimation techniques. The sample comprises 86 developing countries, categorized into lower-income (51 countries) and middle-income (35 countries) based on World Bank classifications. The findings indicate that increasing external debt hampers economic growth across all income levels in developing countries. Additionally, the results reveal a significant nonlinear relationship consistent with a U-shaped debt-growth phenomenon in middle-income and full samples. Strong institutions are found to mitigate the negative impacts of debt, with political stability, regulatory quality, and voice and accountability significantly influencing the debt-growth nexus, especially in middle-income countries. Policymakers should adopt prudent debt management strategies, ensuring that borrowed funds are utilized efficiently and productively to avoid surpassing the threshold where debt becomes detrimental. Developing countries should focus on strengthening institutional frameworks, particularly in areas such as political stability, regulatory quality, and accountability. Improved governance can help mitigate the adverse effects of external debt on economic growth.

Keywords: External debt, Economic growth, Institutional quality, Developing countries, GMM.

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Teachers' Creativity and Students' Entrepreneurial Intentions: A Perspective from an Emerging Economy

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Drawing from the insights of The Social Cognitive Theory, the present study aimed to investigate the role of teachers through their creative disposition in the formation of students' entrepreneurial intentions. In order to obtain a better understanding of the relationship among variables of interest, quantitative approach was employed by collecting data from 305 students studying in 14 universities in the capital territory of Pakistan through a weblink questionnaire as well through physically administered questionnaires. SPSS was used to test the theoretical model. Findings of the study suggest that teachers' creativity in the form of its three dimensions positively yet moderately impacts the entrepreneurial intentions of students. These results are indicative of the fact that teachers bear the responsibility to develop and enhance the entrepreneurial intentions of their students through their own creativity and teaching competence. In doing so, they can also contribute to the knowledge, values and related competencies of the students. Economies around the globe, even the developed and developing economies are facing downsizing, job shortages and ever rising unemployment levels which is putting pressure on the educational systems to train and educate youth in producing jobs rather than seeking jobs. Assessing the entrepreneurial intentions of students is of considerable importance because of its impact on the unemployment and teachers can play a crucial role in promoting students' creativity thinking abilities, their entrepreneurial intention and subsequent activities and behavior related to entrepreneurship.

Key words: Teachers' creativity, entrepreneurial intentions, economic development, Pakistan, students, Social Cognitive Theory

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The Impact of Electronic-HR Practices on Adaptive Performance: A Moderated-Mediation Model

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The post-COVID-19 "new normal" highlights the importance of electronic human resource management (E-HRM) in enhancing employee adaptive performance. This research investigates the effect of E-HRM on employee satisfaction, intention to leave, and fairness perception. Results from a sample of 286 IT sector employees and HR managers showed a significant positive relationship between E-HRM and adaptive performance. However, mediating effects for employee satisfaction and intention to leave were not supported. The study provides valuable insights for software houses and the IT sector to focus on fair and just E-HRM practices.

Keywords: Electronic Human Resource Management (EHRM), adaptive performance, employee satisfaction, intention to leave, fairness perception

Effect of Shared Leadership on Project Managers' Innovative behaviour: The mediating Role of Psychological Capital

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The study aims to investigate the effect of Shared Leadership on Project Managers' Innovative Behavior with the mediating role of Psychological Capital. The study opted for the cross-sectional quantitative survey-based research methodology to collect the data from 300 respondents. Moreover, the study applied the Process Hayes model to analyze the results. The result of the study shows that Shared Leadership positively influences the Innovative Behavior of project managers. When leadership is divided among team members, it enhances the ability to think out of the box and come up with unique solutions to problems, as Shared Leadership gives them the ownership of the project within a supportive and collaborative environment that encourages innovation. Shared Leadership directly affects the Project Managers' Innovative Behavior. However, this relationship is also mediated by Psychological Capital, which is self-efficacy, optimism, resilience, and hope. Project organizations aiming to increase innovation in their project management practices should adopt the structure of Shared Leadership, as it can help to increase the self-confidence, resilience, and optimism of project managers helping them to give innovative solutions. Psychological encouragement can lead to creativity and a more practical approach to solving problems. Therefore, adopting Shared Leadership could be a tactical path to foster an innovative attitude among project managers, improving project outcomes and providing flexibility in a dynamic work culture. Our research is limited to twin cities of Rawalpindi and Islamabad in Pakistan.

Keywords: Shared Leadership, Project Managers' Innovative Behavior, Psychological Capital

Impact of Sustainable Project Management Practices for Achieving Project Success in the IT Sector: Moderation Role of Stakeholders' Engagement

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The IT sector in Pakistan is crucial for GDP by contributing 35% in the services sector. Evidence supports the phenomenon that project success depends on sustainable project management (SPM) practices, particularly stakeholder engagement. This study aims to evaluate the project outcomes of sustainable project management (SPM), such as cost efficiency, resource optimisation, and long-term profitability in the IT sector, and analyse stakeholder engagement (SE) that might moderate the relationship between SPM practices and project success (PS) in the project management in Pakistan's corporate landscape. A quantitative approach is employed that gathers data for Individuals from the IT organisations, including project managers, team members, and other stakeholders. Since they can provide valuable data with personal engagement and satisfaction, significantly impacting overall project success, the data would be estimated through Structural Equation Modelling (SEM). The research outcomes will provide policymakers with insights into the significance of integrating stakeholder engagement into project management frameworks and contribute to academic discourse and practical applications in sustainable project management. Moreover, projects that incorporate stakeholder input and focus on social benefits can enhance community relations and support.

Keywords: Sustainable Project Management, Project Success, Stakeholders' Engagement, IT Sector

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Implications of Project Managers' Competencies on Project Success: The Moderating Effect of Project Risk Management: A Case of IT Sector in Lahore

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This research explores the relationship between the competences of project managers and the success of projects, with a particular emphasis on the moderating function that project risk management plays within the information technology sector in Lahore. The purpose of this study is to get an understanding of the ways in which several characteristics shared by project managers, such as cognitive flexibility and systemic thinking, contribute to the success of projects. Furthermore, it investigates the ways in which good project risk management strategies might change the relationship between these two factors. We employ quantitative survey methodologies in this research article with IT professionals in Lahore, including Project Managers, Team Managers, and Portfolio Managers. The objective of the study is to provide insights into the relationship between managerial abilities and risk management. Through the use of a Google form, the data was obtained from the sample that was targeted. Two hundred and fifty replies were received in total. To conduct the analysis, we made advantage of SmartPLS. Despite the fact that the competencies of project managers make a substantial contribution to the success of a project, the data indicate that the incorporation of effective risk management procedures strengthens the association between all of these factors. The findings of this study have important repercussions for the management practices and training programs designed for information technology projects. They stress the significance of managerial abilities as well as risk reduction measures in the process of reaching successful project outcomes.

Keywords: Project Management, Competencies, Project Success, Project Risk, Project Risk Management

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Fostering Psychological Capital and Employee Success in the era of Artificial Intelligence: the role of Human Resource Management

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The study investigates the relationship between Psychological Capital (PsyCap) and employee thriving in an AI-enhanced workplace. Data from 152 employees from 17 software houses were collected. The sample was selected through a convenience sampling technique. The hypotheses were tested using Partial-Least-Square Structural Equation Modeling (PLS-SEM). Results showed that resilience significantly correlates with vitality and learning, while optimism and hope have no significant relationship. AIHRM moderated the relationship between efficacy and learning and resilience and vitality, but not hope and learning, efficacy and vitality, and optimism and vitality. The findings contribute to understanding the interplay between psychological resources and technological advancements in modern organizational settings.

Keywords; Psychological capital, employee thriving, artificial intelligence (AI), human resource management

Emotional Intelligence and Organizational Effectiveness

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The current study is unique in nature as it focuses on the capacity and impact of emotional intelligence on organizational effectiveness. In nowadays business world every organization is trying to be not only high performing but also effective which means true to its objectives and being successful to achieve those objectives. The study highlights that emotional intelligence capacity including developing a positive work environment enhancing teamwork, facilitating effective communication and responding adaptively in the chaotic business environment and challenges as well as the changes around is essential. The study highlights that the organization needs to have an intelligent workplace which should be gelled with the people not only based on technical but also process-oriented aspects as well as people-orientation where people should be prioritized over processes and things. This is a qualitative study where we conducted interviews of 17 experts from the industry while asking them questions from a structured interview questionnaire developed on emotional intelligence and organizational effectiveness. The study generated the themes, and important results show that increase in productivity is the outcome of emotionally intelligent environment or emotionally intelligent workplace in an organization. On the other hand, if an organization is not having emotionally intelligent workplace, then that organization would be ineffective and may not be achieving its long term strategic objectives. The study concludes that emotional intelligence generates open communication, positive teamwork, positive support, team culture, developing strong association among the colleagues, and better productivity and collaboration with more cohesion and cohesiveness. The study provides strong recommendations for future quantitative as well as qualitative research based on emotional intelligence organizations and the respective strategic success.

Keywords: Emotional Intelligence, workplace, organizational system, productivity, interviews

Literature, an Effective Source of Cultural Intelligence (CI) for Multinational Organization

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Cultural intelligence is one of the intelligences considered as an important competence by the organizations to flourish and succeed in this multinational and multicultural business environment. Cultural intelligence relies on the beliefs and values which ultimately impact the organizations. The current study focuses on the concept of identification, empathy and imagination to decipher and comprehend this chaotic world. This study is a qualitative study which is based on fresh viewpoints, disrupting the existing baseless belief system, and challenging the traditional and conventional wisdom. We conducted the interviews to extract the themes based on understanding self, organization and community. After thematic analysis, we deduced that essential skills for success today for organizational success truly rely on navigating the complexities of the varied cultural understandings. This is where not only employees but also the managerial staff need to excel to survive as well as succeed in diverse environment of international business. The study concludes that cultural quotient (CQ) relies on four important aspects or components including: 1) drive, 2) strategy, 3) knowledge and 4) action. The study provides useful implications and recommendations for individuals who are at decision-making level, for organizations and for those who are interested to know more about cultural intelligence and its applicability.

Keywords: culture, literature, cultural intelligence, framework, international business, relations, connectivity.

Enhancing Organizational Performance through Sustainable HRM: Does Organization Size Matter?

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The study explores the impact of sustainable human resource management practices (SHRM) on organizational performance in the gig economy. It suggests that job quality and workplace well-being mediate these relationships, with organizational size acting as a moderating factor. The research, involving 360 managers and employees of digital platforms, found a significant positive relationship between SHRM and sustainable organizational performance. However, SHRM practices did not necessarily improve job quality or workplace well-being at the individual level. The study's findings have implications for theory and practice in the gig economy.

Keywords: Job quality, sustainable HRM, workplace wellbeing, sustainable organizational performance

Power of Generative AI: Role and Challenges of Generative AI in People Analytics

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The establishment of generative AI anatomy in human resource management is a sign of the dawn of a modern generation in innovative teams of worker control management as well as employee engagement. This research inquiries into the pivotal role performed via generative AI in people analytics. In predictive analytics and decision support Generative AI permits for scrutinizing huge HR data to indicate future prediction in workforce performance, turnover and engagement. Applying the natural language system of AI competencies, this generative AI system well organized the recruitment process, making sure selecting competent candidates and improving and enhancing the general efficiency of HR department. Moreover, Generative AI can also assist and detect skill inadequacies in the workplace and also suggest customized training programs to fill the gap. In spite of that, the acquisition of generative AI in HRM is not without of its challenges. In ethical consideration, including data security and privacy, Ethical considerations, including data privacy and algorithmic bias, require mindful inspection to avoid biased practices and provide fair behavior towards employees. Furthermore, AI algorithms require continuous filtering and monitoring to align with and developing organizational goals is a basic hurdle. The generative AI accepts diverse challenges in people analytics, including the complexity of their models which is not easily understandable. Combining AI with the current HR structure involves compatibility issues, besides tremendous cost and aid needs. Moreover, compliance with regulatory standards for employment records privacy, and anti-discrimination also poses a great challenge. This study delves into those composite dynamics, exfoliating the transformation power of generative AI in people analytics, while also emphasizing the related challenges. This research presents useful insights to policymakers, HR professionals and researchers inspired to navigate the landscape of generative AI in people analytics.

Keywords: Generative AI, People analytics, Artificial Intelligence, Human Resource Management, HR Analytics

The Individual Impact of the Dimensions of Employees' Emotional Competence on Customer Satisfaction: A Mediation Analysis

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The main objective of this study is to investigate the mediating role of Customers Employees Rapport between Employees Emotional Competence Behavior and Customer Satisfaction. This study was conducted through a survey approach to investigate the Emotional Competence Behavior of the front-line employees of the Banking industry and its impact on the Customer satisfaction of the end customers directly and through the mediation of customer-employee rapport. Responses were collected from the end users of the retail banks to assess the perceived Employees' Emotional Competence Behavior and its impact on customer satisfaction. With the help of an extensive literature review, this study proposed a framework consisting of an independent variable called Perceived Employees Emotional Competence Behavior (PEECB), one Dependent Variable called Customer Satisfaction (CS) and Customers Employees Rapport (CER) as the mediating variable. The current study aims to study not only the overall impact of employee emotional Competence Behavior on customer satisfaction but also to explore the individual impact of all the dimensions of employee emotional Competence Behavior. Through this approach, this study will not only contribute to the existing theoretical body of knowledge but will also contribute to filling the gap in the services marketing literature in terms of the emotional competencies of the front-line employees of the services sectors.

Keywords: Emotional Competence Behavior, Service Quality, Customer Satisfaction Customer Orientation, Rapport.

Workforce Disruption in the Age of AI: Examining Workforce Displacement and Cognitive Decline

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Artificial Intelligence (AI) is reshaping organizational environments, presenting both remarkable opportunities and significant unintended consequences. This theoretical paper focuses on two key dimensions of AI adoption: workforce displacement and the decline in cognitive engagement. Workforce displacement occurs as AI automates routine and manual tasks, reducing the demand for certain types of labor and creating potential disruptions in the labor market. The shift toward AI-driven processes increases the risk of unemployment, particularly for workers in sectors heavily reliant on repetitive work, underscoring the need for urgent attention to workforce transition strategies. In parallel, the adoption of AI systems contributes to the decline in employees' cognitive engagement. As AI assumes greater responsibility in decision-making, employees may become increasingly disengaged from complex problem-solving tasks, leading to a decrease in cognitive involvement and critical thinking skills. This theoretical exploration highlights the need for organizations to recognize and address these consequences, advocating for strategies such as reskilling programs and a redefined approach to work roles. By providing a framework for understanding the implications of AI on the workforce, this paper emphasizes the importance of integrating ethical considerations and long-term sustainability in AI adoption. The findings offer valuable insights for scholars, practitioners, and policymakers, calling for responsible AI integration that balances technological progress with the well-being of employees and the stability of labor markets.

Keywords: Artificial intelligence, workforce dynamics, automation, labor market disruption, employee skills.