

MODERATING EFFECT OF EMOTIONAL ATTACHMENT ON THE RELATIONSHIP BETWEEN GENDER DISCRIMINATION AND BEHAVIOURAL OUTCOMES IN ACADEMIA IN PAKISTAN

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ABSTRACT

Employers, who are socially responsible, are considered to be better organizations because they provide discrimination-free workplace environment. Previous literature on gender discrimination has majorly focussed on one aspect—sexual harassment. However, there are dimensions of this social issue which are also important but less attention has been given to them. Similarly, the majority of previous researches on gender discrimination have been conducted in developed countries within industrial settings with little attention to developing countries within academic settings. The current study is an attempt to fill this gap by utilizing a multidimensional model within the cultural perspective of Pakistan. This study examined several behavioural outcomes of gender discrimination within the faculty members of public sector universities of Pakistan. The study also examined the interacting effect of emotional attachment (affective commitment) on the relationships of gender discrimination and its behavioural outcomes. Data was gathered from 313 faculty of the public sector universities. The model of the study is evaluated using Structural Equation Modelling with the help of AMOS version 21. Results of the study revealed that gender discrimination positively affects turnover intention and job stress, while have a negative association with job satisfaction. The results of the study also uncovered unique results regarding the interacting effect of emotional attachment (affective commitment) on the relationships of gender discrimination and its

outcomes. These findings would help all the stakeholders to look into possible ways to promote a positive work environment.

Keywords: Gender Discrimination; Behavioural Outcomes; Job Satisfaction; Turnover Intention; Job Stress.

INTRODUCTION

Employees are the soul and heart of any organization that transforms inanimate elements of production into material comfort. Effective management of employees calls for an approach, which is different from conventional personnel management. Fifty years back, overseeing HR was simply because of the less complex and homogenous nature of the workforce. In current times, the workforce has turned out to be heterogeneous (Channar, 2010). Wayne (1995) pointed out further that it is important for today organizations to manage a diverse workforce in such a way to enable them to use their abilities and potentials at workplace, where no group or individual has disadvantage or advantage over others. In other words, the effective management of diverse workforce in an organization has become very much important since the advent of globalization. At the same time, it is also important for organizations to manage diversity in order to discourage unequal treatment of workforce and to give a free and fair work atmosphere to all employees where they can work and participate on equal chance (Channar, 2010).

Managing workforce diversity, nevertheless, regarded as a challenge for many organizations, but at the same, it also provides a number of opportunities to today organizations. Management of diversity in an effective way can provide numerous positive advantages to organizations such as more productivity and maintenance of talented and productive workforce (Anne, 1996). Moreover, fair policies and suitable managerial behaviors is also necessary for every organization because they influence employees' behaviors within the work environment (Felicia & Octavian, 2012; Malik & Naeem, 2011).

The literature on organization justice revealed that institutional practices and policies have a significant influence on employees' work attitude. If organizational policies and practices are perceived discriminatory and unfair, it will cause feelings of anger, hatred among the employees and frustration (Ahmad, Fakh, Ali Shah, & Zaman, 2010; Channar, 2010). Such feelings could unavoidably lead employees' dissatisfaction, which may worker disappointment that may end on

turnover of valuable employees. Similarly, one of the main challenging job for the managers and organizations are giving employees a fair workplace environment which protects them from all forms of discriminations (Shaffer, Joplin, Bell, Lau, & Oguz, 2000). However, recently this has become crucial for every employer who is socially responsible to provide a free and fair working environment to their workforce due to the onset of the globalization (Channar, 2010). However, in last two decades, more focus has been given to employment discrimination and organizational justice due to their significant influence on employee's behavior and attitudes (Shah & Rasli, 2015; Shami, Ali, & Rehman, 2015; Tsai, 2012) Research on these constructs have got broadened during this time.

LITERATURE REVIEW

The notion of discrimination has its origin in the sociology field. A (Dipboye & Colella, 2005) have defined discrimination "as treating an individual or group on the basis of personal characteristics irrespective justice and merit". Perceived discrimination is associated with the individuals' perceptions about discrimination in the organizational setup. It takes place when an employee perceives that he/she is treated unfairly within the organization because of his/her gender or group identity (Naz & Gul, 2014; Shaukat, Siddiquah, & Pell, 2014).

Discrimination at workplace is defined as "unfair and negative treatment of workers or job applicants based on personal attributes that are irrelevant to job performance" (Chung, 2001). While in the words of ILO (2007), gender discrimination is a way of managing employees unfavorably due to their gender (sex) irrespective of their job requirements or merit. Gender-based discrimination in the place of work began from women's access to the labor market, which was primarily well-thought-out, a male sphere of influence. Presently, workplace gender discrimination has only transformed the old form of gender discrimination into a new shape which was existed in the workplace before the industrial capitalism era (Shah & Rasli, 2015).

The literature on gender discrimination reveals that there are many forms/dimensions of workplace gender discrimination such as salary and wages differences, hiring discrimination, inequity related to various facilities and goods and discrimination/differences in the promotion (Ahmad, 2010; Bilkis, Habib, & Sharmin, 2010). Channar (2010);

Margaret and Alison (2009) have investigated gender discrimination all the way through the glass ceiling (vertical discrimination) and sticky floor (horizontal discrimination). According to them, the glass ceiling restricts women's right of entry to top positions that may offer status and power within the organizational setup. However, women may find various opportunities within an organization but the pathway frequently obstructed due to gender biases whereas sticky floor (horizontal discrimination) takes place when women and men in an organization treated differently concerning their roles and responsibilities, training and development opportunities, job assignments and job security. A sticky floor is an institutionalized process which may restrict women to certain outcomes such as assignments, training opportunities, employment security and working conditions (Özer & Günlük, 2010).

Similarly, gender discrimination in the place of work may appear either in the shape of "disparate treatment", when employees are purposely/intentionally managed on the basis of their gender irrespective of merit, or of "disparate impact", when individual belongs to a specific gender are adversely affected by the existing work practices or procedures (Kazi, 2011). However, differences based on the level of visibility be seen between formal discrimination and informal discrimination, which are called overt and covert discrimination. In more details analysis, overt discrimination is considered illegal and is legally punishable in modern democracies whereas covert discrimination is the less explicit form which involves different types of behavior to show male dominance over women in work environment (Felicia & Octavian, 2012).

Furthermore, Shaffer et al. (2000), have categorized gender discrimination into sexual harassment and gender evaluation. Previous studies on gender discrimination reveal that most of the studies primarily focused on sexual harassment, whereas relatively less attention given to vertical and horizontal gender dimensions of gender discrimination. Furthermore, most of the studies have been accomplished in either United States or other developed nations whereas less focus has been given to developing countries (Dekker & Barling, 1998; Iyer & Ryan, 2009; Merkin, 2008; Murrell, Olson, & Frieze, 1995; Shaffer, et al., 2000). Therefore, this research study is not only focused on vertical and horizontal gender discrimination but also examined its relationship with behavioral outcomes within an academic setting in the cultural perspective of Pakistan.

Underpinning Theory for the Study

Concerning gender discrimination in management, the literature reveals that these different theories of discrimination recognize distinctive mechanisms, which may elucidate the discrimination source. Previously researchers have discussed these mechanisms, which are primarily not mutually exclusive instead, a complementary one. It is due to the underlying reason that they all provide better insight and analysis of the concept of gender discrimination in the field of management and their combination in various forms might determine individuals to discriminate based on gender. For instance, social identity theory (Tajfel & Turner, 1986) provides that individuals' attitudes are affected by his or her membership in the social group and the evaluation of his or her groups in social comparison to specific other groups. Such intergroup comparison is the main source of in-group identification and thus provides a starting point to diverse treatment for various groups within the organizational set up (Yuki, 2003).

Similarly, gender role theory conjectures that individuals are socially recognized as females and males, which tend to engage in various/distinct roles within a social atmosphere and are thus, checked their behaviors against various different expectations. Consequently, this theory envisaged that females and males would develop certain attitudes and skills that may lead to different behavior. This social recognition between females and males offer a fundamental basis to distinct treatment for females and males in an organizational set up Kirtan and Greene (2005). This differential treatment for men and women have a significant influence on employees' behaviors and attitudes in an organization (Iyigun & Tamer, 2012; Tsai, 2012). The current study has also focused on the effects of this different treatment for males and females within an academic setting.

Becker's taste for discrimination theory also offers a little source of discrimination in an organizational setup. This theory states that different stakeholders within the organization have their own 'tastes' for the service of different groups of workers such as men and women, or for the products or services produced/provided by these workers (Shah, Habib, & Aamir, 2010). Nevertheless, this theory offers a source for gender discrimination but it ignores the discrimination effects. This study is an extension of Becker's taste for discrimination theory by focusing on the effects of gender discrimination.

While taking into consideration the various viewpoints of different scholars, the researchers believe that gender stereotyping theory relatively provides a more appropriate and suitable theoretical foundation for this current study. This theory has numerous strengths. Firstly, the theory main idea is lucid, comprehensible, and parsimonious unlike many other theories in a social science field. This theory deals with individual's cognition and social reasoning which makes easy to understand. Since these issues are related to the common man (individuals) therefore this theory will be helpful in this regard (Rice, 1993). Al-Zawahreh & Madi (2012) suggest that theory should not to be too narrow or too broad. Gender stereotyping theory also fulfils this criterion. Gender stereotyping theory is also unbounded by space or time.

Last but not the least reason that this theory provides a compelling framework that helps to understand gender discrimination because, gender stereotypes may not only uphold discrimination by systematical interpretations, influencing perceptions and judgments, but they may also advance and reinforce discrimination, justifying disparities between genders. In particular, people deduce the descriptions of female and male primarily based on the shared roles that they reside in.

Behavioral Outcomes of Gender Discrimination

Review of the literature provides that previous studies on discrimination in the workplace were primarily focused on the existence of discrimination or structural outcomes of gender discrimination such as promotions and wages, and discrepancy in employment opportunities (Abbas, Hameed, & Waheed, 2011; Channar, 2010; Shah & Rasli, 2015). The behavioral outcomes of discrimination have gained little attention from the researchers (Ozer & Gunluk, 2010) despite a lot of individuals who have experienced discrimination have faced behavioral issues within the workplace (Byrne, 2005; Doleac & Hansen, 2016; Jones, Peddie, Gilrane, King, & Gray, 2016). According to (Foley, Ngo, & Loi, 2006) when an individual feels that his/her is used as a basis for discrimination within workplace, he/she becomes disappointed and shows relatively little organizational commitment and more likely to leave his/her workplace near future. However, this argument has also supported by a number of studies (Falkenburg & Schyns, 2007; Felicia & Octavian, 2012; Shah & Rasli, 2015) who are of the view that individual who perceive harassment and discrimination may face a number of physical and psychological condition. These conditions include job stress and dissatisfaction, and

increased turnover of profitable employees that might occur in the organization due to gender discrimination.

Iyigun and Tamer (2012), have also produced similar arguments that equity and fairness directly affect employees' workplace behavior and attitude. Unless employees are not treated fairly they will not be satisfied with their jobs and might not show commitment towards their organizations (Shaffer et al., 2000). Other studies (Elsik, 2009; Schmitt, Ellemers, & Branscombe, 2003) have also discoursed about the attitudinal and behavioral outcomes of gender discrimination. Among these outcomes turnover intention, job satisfaction, and stress have been considered very critical by the researchers as they have direct link with gender discrimination.

Moderating Role of Emotional Attachment (Affective Commitment)

Recently, the researchers have given attention to examining the moderating role of various organizational and individual levels variables on the relationship of gender discrimination and different outcomes (Shah & Rasli, 2015). Organizational emotional attachment/affective commitment has been given more attention as it is used as moderating variable in withdrawal-related behaviors of the employees during organizational upheaval (Karavardar, 2014). According to (Foley, Hang-Yue, & Wong, 2005), committed individuals have a strong sense of belonging with their organization, therefore, they are less prone to the negative effects of gender discrimination than are those who are less committed. Rasool et al. (2013) suggested that stronger commitment of individuals provides them the will and motivation to buffer the adverse consequences of discrimination. When individuals are cognitively attached to their organization, then they do not want anything to interfere between them and organization. Individuals who are highly committed have been found less suffered from negative outcomes as compared to those who are less committed (Naz & Gul, 2014). A range of negative workplace practices is strongly influenced by the way the workforce is committed to the organizations (Keashly, 1997). Affective commitment considered as one of the main component/dimension of organizational commitment. It refers to an emotional attachment of with one's organization based on a desire of belonging (Meyer & Herscovitch, 2001). As affective commitment related to the cognitive or emotional aspect of an individual, therefore, this article examines the moderating role of affective commitment to the relationship between discrimination and behavioral outcomes.

RESEARCH FRAMEWORK AND HYPOTHESES OF THE STUDY

Several studies on gender discrimination and its associations with different withdrawal-related variables have been analyzed to formulate theoretical framework for current study. The building blocks of this framework taken from several studies including (Felicia & Octavian, 2012; Foley, et al., 2005; Heilman, 2012). The findings of these studies reported that gender discrimination has a direct and strong influence on employees' attitude and behavior outcomes such as organizational commitment, the morale of employees, their trust on management, job satisfaction and dissatisfaction, and intentions to depart from the current place of work.

Similarly, various studies have focused on the link of organizational justice, turnover intention, job satisfaction and job stress (Bakhsh, Kumar, & Rani, 2009; Barak, Nissley, & Levin, 2001; Griffeth, Hom, & Gaertner, 2000; Malik & Naeem, 2011; Shapira-Lischshinsky, 2009; Thomas & Nagalingappa, 2012) and reported negative correlation with these outcome variables. This relationship makes a logical sense as when there is more justice and less gender discrimination, the employees will be more satisfied from their jobs and will be more likely to stay and will not be thinking of leaving their organization. Based on the relevant and updated literature, the researchers have formulated the following framework for this study (see figure 1).

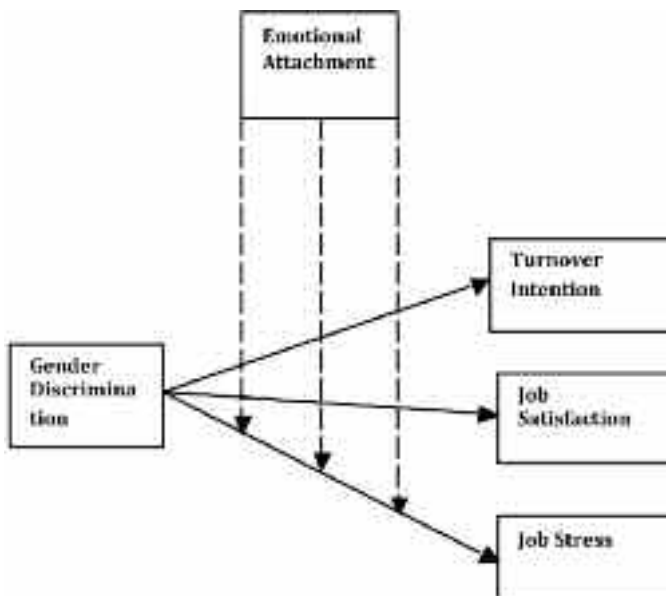


Figure 1: Research Framework

RESEARCH HYPOTHESIS

H₁: Gender discrimination is positively associated with turnover intention.

H₂: Gender discrimination is negatively associated with job satisfaction.

H₃: Gender discrimination positively influence on job stress.

H₄: Emotional attachment moderates the association between gender discrimination and turnover intention.

H₅: Emotional attachment moderates the relationship between gender discrimination job satisfaction.

H₆: Emotional attachment moderates the relationship between gender discrimination and job stress.

RESEARCH METHODOLOGY

For the current study, the researcher collected data from six universities of Peshawar which have been chosen from all in the public sector out of total 115 public sector universities in Pakistan. The main reason for selecting all six (6) universities of Peshawar Division as target population is that these universities have homogeneous population. It is, further stated that universities in the public sector are governed by the same rules and regulations set by the HEC and Ministry of Education of Pakistan. All these public sector universities follow similar rules and regulations regarding, appointments, promotions, wages, training and development opportunities and other policies and practices. Therefore, the selected universities provide a fair and accurate representation of the entire population. By using Krejcie and Morgan (1970) method, 313 faculty members have been selected as a sample for this study. This study has used already build valid and reliable self-administered questionnaire for data collection purpose. In order to measure gender discrimination, the researcher has adopted a questionnaire originally developed by Hunton et al. (1996) and Schmitt et al. (2002). Similarly, to measure turnover intention, job satisfaction, job stress and affective commitment the researcher have adopted scales developed by Won-Jae (2008) (8 items), (Judge, Locke, Durham, & Kluger, 1998) (5 items), and Meyer et al. (1993) (6 items).

Analytical Strategy

In order to measure the fitness of the hypothesized model of the current study, the researchers have employed structural equation modelling (SEM) using analysis of a moment structures software (AMOS). The researcher has utilized various fit indices such as Chi-square value, RMSEA, IFI, CFI, GFI and RMR to measure the overall goodness of fit of the model.

RESULTS AND ANALYSIS

Demographic data of respondents and variables reveals that 70 (70.1%) of the respondents were males and 28.9 % were females. Of the respondent, the majority of them were lecturers with 41.7 % while number of professors was lowest with 11.5 %. Furthermore, to examine respondents' age, majority of the respondents were in the age range 31-35 years with 33.9 % while the age range below 25 was lowest with a percentage of 0.5. Data results show that majority of the respondents are married comprising 81.3%. However, the detailed investigation of demographic profile of the respondents shows that academic qualifications of 39.4 per cent respondents are MS/M.Phil. followed by respondents having PhD qualifications with 36.7 per cent. The ratio of the respondents having Post Doctorate qualification is the lowest with a percentage of 3.2 only. The last item of the demographic profile consists of the experience of the respondents on the job. Of the respondents, 4.1% had a job while most of the respondents (32.1) were in experience range of 4 to 6 years' experience.

Table 1. Reliability Estimates

Variable	Minimum	Maximum	Mean	SD	Alpha (α)
Gender Discrimination	1	4.33	2.8333	1.00096	0.78
Turnover intention	1.63	3.63	2.7506	.64159	0.67
Job Satisfaction	1.60	4.66	3.4533	1.06988	0.95
Job Stress	2.67	4.17	3.3611	.54857	0.72
Emotional (affective) attachment	1.83	4.50	3.4556	.79140	0.85

N= 218

In total, 313 questionnaires distributed among the selected six public sector universities of Peshawar division. The overall response rate remained at 72.52 per cent. Out of the filled-in questionnaires, nine questionnaires dropped out due to major missing data. Hence, 218 questionnaires with a response rate of 69.64 per cent were used for the analysis of this study which is quite satisfactory as suggested by (Rubin & Babbie, 2012). Table 1 shows descriptive information for all constructs of the study. Cronbach's Alpha used to measure the internal consistency among the items. The alpha value of all the scales is above 0.6 (Nunnally, 1978) which confirm the reliability of all the five scales.

Measurement Model

Measurement model identifies and explains "the degree to which the observed indicators serve as a measurement instrument for the unobserved

constructs” (Cheng, 2001). In order to achieve a close goodness-of-fit between empirical sample data and hypothesized model, the model testing process is used. The measurement model validity can be evaluated into two ways: a test of individual variable individually; and a test measuring all variables collectively (Rahman, 2012). In the present study, the researchers have tested the entire individual constructs separately and then all constructs together in a single measurement model.

The results of the CFA model confirm the acceptance of the overall measurement model as the data fit the model reasonably well. The chi-square value of 537.094 with 447 degrees of freedom at $p < 0.000$, RMSEA 0.036, Standardized RMR 0.052; GFI 0.869; and CFI 0.969 (refer to table 2) show the fitness of the measurement model. All these computed values of the fall within the suggested standards of model fitness (Hair, Tatham, Anderson, & Black, 2006) and reflect the overall model fitness.

Table 2. Fit Statistics and Measurement Scale Properties (N=218)

Fit Statistics				
No	The goodness of Fit Measures	Level of Acceptable Fit	Calculation of Measures	Acceptability
1	Chi-square Normal Chi-square Measure	Statistical test of significance provided Lower = 1.0 Upper limit =3 to 5	Chi-square= 573.094($df=$ 447, $p<.000$) 1.282	Good
2	Standardized RMR	$\leq .05$	0.052	Good
3	RMSEA	Value up-to .05 best fit. Acceptable up-to=0.08	0.036	Good
4	GFI	A higher value indicates a better fit	0.869	Good
5	CFI	≥ 0.90	0.969	Good

Structural Model

As this study is using a two-stage approach for analyses, therefore, after analyzing and establishing the uni-dimensionality, validity and reliability, now the researcher will test the structural model. This application will help the researcher to investigate the effect of independent variables on the dependent variable. By this the researcher sees the direct as well as the indirect effect on the dependent variable in the model Byrne (1998). Therefore, it provides the causal relationships among the latent variables.

Table 3. Goodness-of-Fit for the Structural Model

CFA	CMIN	DF	CMIN/DF	GFI	NFI	CFI	RMSEA	Standardized RMR
Model	38.758	25	1.491	.962	.903	.995	.048	.040
Effect of Gender Discrimination on Turnover Intention								
Model1	R ² = .368		β= .543				t = 11.213	p=.000
Effect of Gender Discrimination on Job Satisfaction								
Model2	R ² = .456		β= -.719				t = -13.458	p=.000
Effect of Gender Discrimination on Job Stress								
Model3	R ² = .267		β= .452				t = 8.864	p=.000

The values given in above table 3 confirm the validity of the structural models and provide that fit is reasonably acceptable based on CFA fit statistics. All these above values fall within the recommended standards of model fitness, which confirm a good model fit for both structural models. The hypotheses relating to the effect of exogenous variables and endogenous variable of the study were tested by using path analysis. Hypotheses H1 (R² = .368, β= .543, t = 11.213 and p=.000), H2 (R² = .456, β= -.719, t = -13.458 and p=.000) and H3 (R² = .267, β= .452, t = 8.864 and p=.000) investigated the direct effects of gender discrimination on turnover intention job stress and job satisfaction were significant, the hypotheses were strongly supported by the data.

Moderation Analysis

The Baron and Kenny three steps method for testing the moderating effect has been performed using SPSS 21. The first exogenous variable was regressed on the endogenous variable, as given in equation 1.

$$1. Y = \alpha + \beta_1 X_1 + \varepsilon$$

Then the moderating variable was used as the exogenous variable and was regressed on the endogenous variable as given in equation 2.

$$2. Y = \alpha + \beta_1 Z_1 + \varepsilon$$

In the given equation Z is moderating variable and β is its regression weight.

In the third step, an interaction term is created with the product of exogenous and moderating variables and is regressed to check its influence on the endogenous variable as given in equation 3.

$$3. Y = \alpha + \beta_1 X_1 Z + \varepsilon$$

Results of the current study found no significant moderation of emotional attachment (affective commitment) on the relationship of gender discrimination and its behavioral outcomes (turnover intention, job satisfaction and job stress).

DISCUSSION, LIMITATIONS AND RECOMMENDATIONS

This study hypothesized positive association of gender discrimination with turnover intention and job stress whereas negative association with job satisfaction. The analysis of the data supported these predictions. Findings of the study depicted that gender discrimination had a significant direct positive effect on turnover intention and job stress while a negative effect on job satisfaction among the members of the faculty members in Pakistan's public sector universities. These findings are, however, inconsistent with the previous studies findings including Ozer and Gunluk (2010); and Oluwafemi (2013). The studies also figured out a strong direct effect of gender discrimination on different behavioral outcomes. An additional note of prudence from this study finding is the comparatively stronger effect of gender discrimination on Job satisfaction than vertical turnover intention and job stress. It means that the faculty members become dissatisfied when they perceive gender discrimination in their universities.

As has been reported and discussed in the literature review that emotional attachment (affective commitment) is considered one of the most frequently examined psychological variable to affect turnover intention, job satisfaction and job stress. The research on the relationship of affective commitment with different behavioral outcomes is abundant (Abeer & Faisal, 2013; Gellatly, Meyer, & Luchak, 2006; Malik, Nawab, Naeem, & Danish, 2010; Meyer & Herscovitch, 2001; Oluwafemi, 2013). The Literature reveals that affective commitment is typically treated as an antecedent in relationship with behavioral outcomes (Gellatly et al., 2006; Hussain & Asif, 2012; Kumar & Eng, 2012). Surprisingly, little attention has been offered to examine the indirect influence that affective commitment may have on behavioral outcomes. One interesting research

study has been conducted by Groff (2012), to examine the moderating effect of organizational commitment and its three components (affective, normative and continuous) on the relationship of shock and workplace outcomes (turnover intention) and found the moderating role of organizational commitment and its three component (affective, continuance and normative) inconsistent. Therefore, in order to validate the findings of his study and fully appreciate the role that organizational commitment plays in the workplace, Grof (2012) recommended the use of organizational commitment as a moderator with other variables into different models. The current study was designed to accomplish this goal by hypothesizing the moderating role of affective commitment on the relationship between gender discrimination with turnover intention, job satisfaction and job stress. However, contrary findings of the study provide some interesting results. And in the light of the research findings, the researcher concludes that affective commitment (Emotional attachment) does not moderate the relationship between gender discrimination and turnover intention, job satisfaction and job stress. The results of the data failed to support the moderating effects. Even though the results of this study have achieved its stated objectives, the study is not without limitations. For more vigorous research future researchers may address these limitations to have more wholesome results. To be specific, the limitations of the study are:

First, the current research is survey type research that has employed cross-sectional data for analysis. This aspect of the data restricts the applications of results only to the specific time period.

Second, this research targeted faculty members of the public sector universities and the conclusion of the study are drawn on the basis of a sample size of 218 respondents. Therefore, the findings of this study can hardly be generalized.

Third, this study employed only survey method for data collection. Therefore, utilizing one method for data collection could not be sufficient for a perfect representation of reality.

The fourth limitation of this study is that different dimensions of gender discrimination are less explored variables. Therefore, future researchers should examine different dimensions of gender discrimination.

Fifth, as this study has used affective commitment as moderator. Future

researchers should use the other three components as moderators. Last but not the least future researchers are also suggested to select both public and private universities of Pakistan as this study is only focused on public sector universities of Pakistan.

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