

## **Effect of Emotional Intelligence (EI) On Leadership Behaviour, A Study of Medical Professional in Pakistan**

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**Abstract:** *This research investigates the relationship between emotional intelligence and leadership behaviour and how it impacts leader's behaviour in the health sector of Pakistan. Emotional intelligence seems to be an individual's ability to properly regulate his or her emotions and use this information to lead one's thinking and actions. Most of the leaders would steer away rather from interacting with emotional matters, while emotions that are managed properly can have fruitful results. Data was collected from 285 medical doctors and administrative staff working in different hospitals across Pakistan through questionnaire. It was hypothesized that emotional intelligence has an impact on leader's behaviour. Data was analyzed by using statistical methods which included reliability test, demographic statistics, descriptive statistics, regression and correlation analysis tests. Results show that emotional intelligence is positively linked with leader's behaviour. Moreover, the results highlighted 50% of variation in leadership behaviour was due to emotional intelligence.*

**Keywords:** *Emotional intelligence, leadership behaviour, health sector, doctors, Pakistan*

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### **I. Introduction**

In this world associated with healthcare, intelligence can be a vital source associated with the accomplishment of healthcare leaders, specifically for doctors, in order to trust upon sheer intelligence to handle difficulties inherent with modern healthcare will be tantamount to inviting occupation derailment. Healthcare as an area transmit the background of patients and their family anxiety, frequently challenging treatment, diagnosis and financial as well as authoritarian difficult [15].

Skills inherent in emotional intelligence support health leaders to understand, motivate and manage their teams. The leader's emotional intelligence capability highly impacts the actual culture of the organization [15]. Emotional Intelligence is really a powerful tool for alliances and for building bridges, essentially, for repairing such relationships whenever they are broken [14]. Leaders throughout healthcare in addition to public health ought to realize the particular challenging nature of circulating limited resources in difficult times, due to internal competition for those scarce resources, opportunity and acknowledgment, the relationship become weak. The capability to mend the relationship is chiefly essential for leaders in today's quickly changing medical world [25].

People who are emotionally intelligent lead successfully [41]. Excellent leaders utilized EI in response to move their organizations forward [21]. Emotional intelligence, ability can bestow management and leaders to manage their employee's resourcefully and successfully which turned out to be their competing edge [15].

Emotional intelligence signs make reference to in healthcare and medicine disciplines where it is advocated. It is essential for healthcare professional mental and physical health as well as successful practice [31]. Emotional Intelligence allows and helps one to create stronger relationships, be successful in the workplace, and accomplish personal and career goals. Emotional Intelligence influences various facets of daily life, like the way one behaves and also how they interact with others [8].

At North Carolina University, the Global public health Gillings School invested heavily in teaching leadership capabilities to healthcare professionals. As an important portion of leadership, the development plans intended for doctors, nurses, public health, allied healthcare, general public, school corporations and health management all center on the idea of emotional intelligence [15].

Numerous concepts now esteemed in health services, for example, open communication, new nursing and partnership [35], underline the importance of nurse-patient connections. The importance of each nurse receiving a holistic approach to patient care and address psychological, spiritual and social needs has been recognized and requires closer relationships [7]. The move to energize partnership in health services requires

mutual understanding and open communication that can be encouraged when there is a great similarity between medical experts and patients [26].

To be compelling in this situation, doctors and their working leaders must effort to enhance their understanding and utilization of emotional intelligence skills .Unfortunately, excessively little attention has been committed to this field by the healthcare profession while selecting leaders [27].

In Pakistani context, no research in medical sector was found regarding emotional intelligence with respect to leader's behaviour. While medical sector professionals are serving mankind and demonstrate emotional intelligence in direction of patients along with their tensed loved ones constantly.

This study explores how emotionally intelligent, professionals functionality can beaffected by the leaders' EI within circumstances to Pakistan health care segment. The outcomes of this study could put completely new dimensions in the HRM practices, psychology and social sciences [1].

## **II. Literature Review**

### **2.1 Emotional intelligence**

Emotional intelligence was initially conceptualized in the year 1990 by two researchers Jack Mayer and Peter Salovey as “a set of abilities to do with emotions and the processing of emotional information”[36].

#### **2.1.1 Historical perspective of emotional intelligence**

[11]emphasized on the effect of intelligence rather than on the effect of cause and assumed that general intelligence assessment is not enough along with non intellectual aspects which are individual personality and persuade the progress of an individual emotional intelligence. [16] explained and developed another type of intelligence which was social intelligence and was classified into two dimensions of personal intelligences which were interpersonal and intrapersonal.

[32] in a doctoral thesis, coined the word, emotional intelligence. This qualitative research proposed that any individual can triumph deficiencies in regulation and emotional functioning by viewing strength in the light of desire or fear. [5]introduced the word “emotional Quotient” and explained his view to consider both social and emotional competencies. He introduced emotional Quotient inventorythat was the first test to measure emotional intelligence. Psychologists [33] in their research article which was published with a name “Emotional Intelligence” in a journal with a name cognition, personality and imagination. [19] was the main researcher who brought the EI to the platform by reviewing John Mayer and Peter Salovey work and introduced his own framework of emotional intelligence.Emotional intelligence refers to the ability of knowing own thoughts, feelings and those of others, pertaining to motivating ourselves, and also handling emotions very well within ourselves and with our relationships [20].

To some individuals, emotional intelligence is characterized a study which search for human cognitive capacities away from conventional academic intelligence [41].The topic of emotional Intelligence is exciting, which in turn onits face value appears to hold a major arrangement of promise for the practice of administration and leadership, and the improvement of individuals, groups, and organizational efficiency [28].EI is as much critical as IQ that brings productive change and makes an individual effective in their working environment and additionally in their personal lives [12].

People who are high in their emotional intelligence turn out as leaders in light of the fact that they are more transformational in their authority and leadership style[40].Multiple studies have demonstrated that the best leaders in the organizations are those that have an advanced level of emotionalintelligence [29].

[20] expresses that the five important parts of Emotional Intelligence,which can be seen at Work are: Self management, self awareness, Motivation, Relationship management and Social awareness [20].Emotional Intelligence is a capacity that can be created through training programs[13]. There must be an understanding of training programsfor the managers and for peer's with the goal that they can upgrade their expertise and dynamically participate in the organization[34].Analyzed by Martinez (1997) & Tucker (2001) demonstrate that 80% accomplishment at work relies on EI, whereas just 20% success dependson Intelligence Quotient [24].

EI has significant effects on the performance of the organization in the healthcare sector [18]. In this stratum, the performance of the employee's is figured as a gauge of performance of the organization. As per [18], EI among health experts encourageemployeeperformance, on which performance of the business is pivoted[30].

### **2.2 Leadership**

This study tries to examine the association between leadership behaviour and emotional intelligence performance. In this segment the theory about leadership is briefly analyzed as a part of the more extensive human behavioural perspectivein which the concept of EI is inspected. Contemporary perspectives of leadership are alsoconcluded so that the learners might better see how EI can potentiallydefenddifferent aspects of leader behaviour, or effect leader's overall performance [28].

The role of leadership is about motivating individuals while providing direction and guidance as required. Successful leaders have a tendency to be expert in terms of how they react to work burden, handle anxiety, discipline, communicate the objectives of the organization by bringing advancement, polishing the work performance of their subordinates [4].

The theory about leadership and research analysis has not enough considered how effectiveness can be influenced by moods and emotions of the leader's [17]. A wide range of approaches to leadership has been planned, from breaking down what similarities a leader has, how they inspire their followers, what they do, how their styles communicate with situational factors and how they can roll out major improvements in the organization [39].

[37] observed at EI (from a capacity point of view) and its relation to leaders practices among nursing leadership. Nursing leaders who are responsible for coordinating and organizing the environment in which medical professionals deliver the health facilities, and they are required to concentrate on the emotional side of the leader, which requires that these medical attendants have EI. The word charisma [38] was utilized to portray those exceptional qualities of a leader who utilized their impact based on follower's observations instead of formal or traditional authority. [22] depicted a charismatic leader as one who has significant and unusual consequences on followers.

Emotional intelligence generally shapes the actual habits of the leaders and decides their leadership performance [21]. Experts get researched this behaviour in the leaders and how this might impact their followers. Transitional principle which is dependent on exchange by using punishment and reward as an incentive to govern followers directly into performing tasks. [3] served as the origin for the progress of the transformational leaders [2]

Transformational leaders may be related to effecting change by impacting on ideas, behaviours and attitudes of others [3]. Burnes explained transformational leader as a method in which followers and their leaders raise one another to higher amounts of integrity and motivation [9]. EI affects leadership functions that incorporate performance assessment, inspiration, development, support and change has a positive effect on employee's effectiveness [23].

Effective leaders utilize their Emotional Intelligence to cope themselves and to successfully cope and direct others in the organization. Emotional Intelligence can be enhanced with training and development programs. Subsequently, training programs within the healthcare sector could have a positive impact on leaders and leadership performance, thus driving the organization to organizational effectiveness. Many experts and researchers accept that EI can be enhanced through training and development programs [10].

The basic concept explained by [19] was about emotional intelligence. [20] identified this as the potential to acknowledge our own inner thoughts and those involving motivation in ourselves as well as handling feelings properly within themselves and in our human relationships. Two types of competencies emotional intelligence possess, these are social and personal competencies. Five major factors are involved in these competencies namely self awareness, self motivation, self control, social skills and the last one is empathy. Whereas [6] explained emotional intelligence as the combination of emotional and social competencies of persons communicating with others and with him in order to manage demand and environmental pressures. He explained that EI is a blend of unknown capabilities, skills and competencies which can affect the capabilities of individuals so that individuals succeed in managing the environmental pressures and demand.

Hence, it is concluded that studying emotional intelligence was of great importance as emotional intelligence enabled individuals to react properly in difficult situations. EI provided a significant platform in family, work, social and in spiritual conditions, bring consciousness to brighten the inner world into center of attraction. Emotional intelligence acted as a defensive gauge against anxiety, frustration, bad behaviour, depression, boredom in the workplace.

### **2.3 Problem statement**

The sector of health is considered very important as it plays a major role in saving lives of human beings. The health sector is trying to get better results despite of health crisis. Therefore, the health department needs qualified leaders who have the potential to get maximum output for employees and for the organization. However, little research has been done to determine the impact of emotional intelligence on leadership behaviour in the health sector of Pakistan. This research, however will help to cover the gap and try to raise the real perception of the key role of leadership in the health sector. This paper investigates the impact of emotional intelligence on leadership behaviour in Pakistani context.

### **2.4 Objectives of the study**

Following are the objectives of this research paper which are described below:

- To examine the phenomena associated with Emotional Intelligence among leaders in public and private health sector of Pakistan.

- Concepts of Emotional Intelligence in health sector in Pakistani context.
- Increase emotional intelligence, awareness concept and its significance in the workplace.
- Why Emotional Intelligence factor is needed in developing Leadership behaviour.
- To check the impact of different Emotional Intelligence dimensions on leadership behaviour empirically.

## 2.5 Scope of research

By identifying the present knowledge gap concerning emotional intelligence and leader's behaviour, the research analysis can underline the significance related to the emotional intelligence which is associated with leadership behaviour in the field of health sector. This research can be helpful in two directions which are emotional intelligence and leadership behaviour. This research provides an occasion to add new skills to the emotional intelligence field because it is associated with organizational leadership. Moreover the direction and strength of the organization could be surrounded to identify the specific relation and type of intensity. Hence this research paper focus is on the important factors relating leadership behaviour from health sector of Pakistan point of view.

## 2.6 Hypotheses development

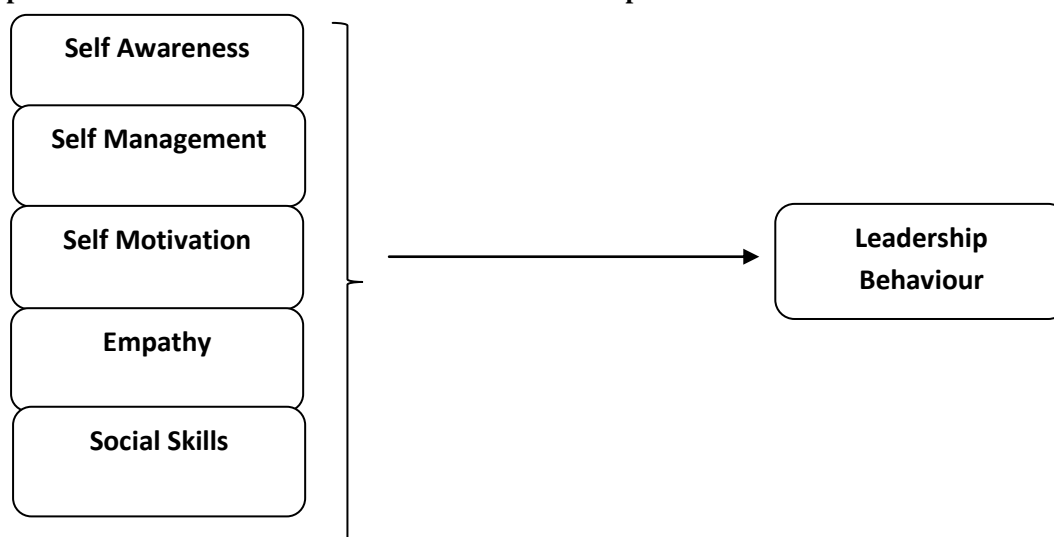
In this research paper a hypothesis developed to determine the impact of emotional intelligence with respect to leadership behaviour in health sector of Pakistan.

- There is an impact of self awareness on leadership behaviours.
- There is an impact of self management on leadership behaviours.
- There is an impact of self motivation on leadership behaviours.
- There is an impact of Empathy on leadership behaviours.
- There is an impact of social skills on leadership behaviours.

## 2.7 Theoretical framework

**Independent variables**

**Dependent variable**



This research model serves as a foundation for this research study. The relationship of independent and dependent variables will be judged through this frame. The main goal of this research study is to find the relationship of five independent variables which are self awareness, self management, self motivation, empathy and social skills and one dependent variable which is leadership behaviour. With the help of this framework, it can be helpful to develop the theory and identify the relationship relating to EI and leader's behaviour.

## 2.8 Significance of the study

The main goal of this research is to create a deeper insight of the relation between emotional intelligence and leadership behaviour so as to make a clear pathway for more effective and productive leadership behaviour development. The results may guide where emotional intelligence fits when assuming leadership behaviour. The results of this research might give way to organizational practitioners to better understand how to develop leadership behaviour and also highlights how and why emotional intelligence integrate leadership behaviour.

### III. Research Methodology

Both primary and secondary data collection techniques were used in this paper. Primary data were collected through questionnaires which were floated among doctors of different public and private hospitals and secondary sources of data collection were through articles from different journals, and through the internet.

In this research paper a questionnaire technique was adopted by using Likert and nominal scales. Nominal scale which is used to represent the demographic profile of the respondents and Likert scale is used to evaluate the effect of emotional intelligence on leadership behaviour in Pakistan's health sector perspective.

Important information was obtained by filling the questionnaires from different respondents of health professionals. Professional doctors, nurses, pharmacists and administrative staff of various hospitals were the population for this paper. 300 questionnaires were distributed to different respondents in various hospitals of Punjab Pakistan, out of which 285 were completely filled and returned, so 285 was the sample size for this research study. Descriptive statistics, Pearson's correlation and Regression analysis have been applied by using SPSS software to measure the effect of emotional intelligence on leadership behaviour.

### IV. Summary Of Findings, Conclusions And Recommendations

**Table 1: Reliability statistics for Emotional intelligence and Leadership behaviour**

V a r i a b l e s	N o . O f I t e m s	C r o n b a c h ' s A l p h a
E m o t i o n a l I n t e l l i g e n c e + L e a d e r s h i p B e h a v i o u r	3 0	0 . 8 4 3

Questionnaire reliability was checked by manipulating Cronbach's Alpha. The reliability of emotional intelligence and leadership behaviour was found to be 0.843 which was more than 0.7 so it was considered good. Hence, the questionnaire reliability was found to be acceptable.

**Table 2: Demographic profile of respondents**

D e m o g r a p h i c s	D e s c r i p t i o n	P e r c e n t a g e	C u m u l a t i v e P e r c e n t a g e
G e n d e r	M a l e	7 1 . 2	7 1 . 2
	F e m a l e	2 8 . 8	1 0 0 . 0
A g e	B e l o w 3 0 y e a r s	1 2 . 6	1 2 . 6
	3 1 - 3 5 y e a r s	3 9 . 6	5 2 . 3
	3 6 - 4 0 y e a r s	2 5 . 6	7 7 . 9
	A b o v e 4 0 y e a r s	2 2 . 1	1 0 0 . 0
M a r i t a l S t a t u s	S i n g l e	3 8 . 2	3 8 . 2
	M a r r i e d	6 1 . 8	1 0 0 . 0
A c a d e m i c Q u a l i f i c a t i o n	B a c h e l o r	1 8 . 2	1 8 . 2
	M a s t e r	5 1 . 9	7 0 . 2
	M p h i l	2 7 . 0	9 7 . 2
	O t h e r s	2 . 8	1 0 0 . 0
W o r k E x p e r i e n c e	0 - 5 y e a r s	4 2 . 8	4 2 . 8
	6 - 1 0 y e a r s	2 3 . 9	6 6 . 7
	1 1 - 1 5 y e a r s	1 6 . 5	8 3 . 2
	1 6 - 2 0 y e a r s	8 . 8	9 1 . 9
	A b o v e 2 0 y e a r s	8 . 1	1 0 0 . 0

According to the above table 2, male participants in the survey were 71% , whereas female participants were 29%, the percentage of male participants in this survey was higher as compared to females. Regarding their ages, 13% participants were under 30 years, 40 % participants were between 31-35 years, 26% participants were between 36-40 years and only 22% respondents were above 40 years. Keeping in view their marital status, single respondents were 38% while 62% respondents were married. Those participants having bachelor degree were 18%, master degree holders were 52% which was the highest percentage in this survey, Mphil degree holders were 27% which were the second highest participants in the survey, only 3% participants were having other qualification. The participants working in the health field were having different work experiences. 43% respondents had work experience between 0-5 years, 24% participants had work experience between 6-10 years, those participants having work experience between 11-15 years were 17%, only 9% participants had work experience between 16-20 years and 8% respondents had work experience above 20 years.

**Table 3: Correlation results Relationship between emotional intelligence and leadership behaviour**

	Self Awareness	Self Management	Self Motivation	Empathy	Social Skills	Leadership Behaviour
Pearson Correlation	1	. 1 4 3 *	. 3 4 8 **	. 3 3 6 **	. 3 8 1 **	. 3 8 9 **
Self Awareness Sig. (2-tailed)		. 0 1 6	. 0 0 0	. 0 0 0	. 0 0 0	. 0 0 0
Pearson Correlation	. 1 4 3 *	1	. 3 5 2 **	. 1 7 9 **	. 0 2 9	. 1 6 0 **
Self Management Sig. (2-tailed)	. 0 1 6		. 0 0 0	. 0 0 2	. 6 3 1	. 0 0 7
Pearson Correlation	. 3 4 8 **	. 3 5 2 **	1	. 4 1 0 **	. 3 0 8 **	. 4 1 4 **
Self Motivation Sig. (2-tailed)	. 0 0 0	. 0 0 0		. 0 0 0	. 0 0 0	. 0 0 0
Pearson Correlation	. 3 3 6 **	. 1 7 9 **	. 4 1 0 **	1	. 4 1 3 **	. 5 5 9 **
Empathy Sig. (2-tailed)	. 0 0 0	. 0 0 2	. 0 0 0		. 0 0 0	. 0 0 0
Pearson Correlation	. 3 8 1 **	. 0 2 9	. 3 0 8 **	. 4 1 3 **	1	. 5 9 9 **
Social Skills Sig. (2-tailed)	. 0 0 0	. 6 3 1	. 0 0 0	. 0 0 0		. 0 0 0
Pearson Correlation	. 3 8 9 **	. 1 6 0 **	. 4 1 4 **	. 5 5 9 **	. 5 9 9 **	1
Leadership Behaviour Sig. (2-tailed)	. 0 0 0	. 0 0 7	. 0 0 0	. 0 0 0	. 0 0 0	

\* . Correlation is significant at the 0.05 level (2-tailed).  
 \*\* . Correlation is significant at the 0.01 level (2-tailed).

Pearson’s correlation coefficient was used to measure the strength and direction of relationship of variables and p-value tells about the statistical significance of these correlations. The correlation coefficient is (r=0.143, p=.016)for self awareness and self management which shows a positive, weak and significant correlation. The table gives the correlation coefficient value (r=0.348, p=.000) for self awareness and self motivation, which shows a significant, weak and positive relationship between them. The correlation value (r=0.336, p=.000) shows that self awareness and empathy are weakly, positively and significantly correlated. The above table shows (r=0.381, p=.000) for self awareness and social skills, which means the two variables have a significant moderate positive relationship with each other. The correlation value was calculated as (r=0.389, p=.001) for self awareness and leadership behaviour, showing that they are moderately and positively related to each other, and the correlation is statistically significant. Self management and self motivation have(r=0.352, p=.000) showing that they have positive significant but weak correlation. The above table gives (r=.179, p=.002) for self management and empathy showing that they have positive significant but weak correlation. Coming to self management and leadership behaviour there is (r=0.160, p=.007) telling about weak, positive and significant correlation between the two variables. Regarding self motivation and empathy there is (r=0.410, p=.000) telling a moderate, positive and significant correlation. The correlation coefficient value (r=0.308, p=.000) shows that self motivation and social skills are weakly and positively related to each other, and the relationship is statistically significant. The correlation coefficient value (r=0.414, p=.000) tells us about

the relationship of self motivation and leadership behaviour, these variables are moderately and positively related to each other, and this relationship is statistically significant. Empathy and social skills have the value ( $r=0.413$ ,  $p=.000$ ) showing a moderate, positive and significant correlation. Moreover, empathy and leadership behaviour have the value ( $r=0.559$ ,  $p=.000$ ) which describes a moderate, positive and significant correlation. The above table gives ( $r=0.599$ ,  $p=.000$ ) for the variables of social skills and leadership behaviour, the value shows a moderate, positive relationship between them and the p-value shows that the relationship is statistically significant.

**Table 4: Descriptive Statistics**

N = 100	Mean	Standard Deviation
Self Awareness	3.72	.959
Self Management	3.56	.923
Self Motivation	3.82	.828
Empathy	3.93	.862
Social Skills	3.90	.921
Leadership Behaviour	3.94	.902

Table 3 highlights that mean and standard deviation of the predictor variables are explained as self awareness mean and standard deviation were ( $\mu = 3.72$ ,  $Sd = 0.959$ ), self management mean and standard deviation were ( $\mu = 3.56$ ,  $Sd = 0.923$ ), self motivation mean and standard deviation were ( $\mu = 3.82$ ,  $Sd = 0.828$ ), empathy mean and standard deviation were ( $\mu = 3.93$ ,  $Sd = 0.862$ ), social skills mean and standard deviation were ( $\mu = 3.90$ ,  $Sd = 0.921$ ), while leadership behaviour mean and standard deviation were ( $\mu = 3.94$ ,  $Sd = 0.902$ ).

**Table 5: Regression Analysis:**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.708 <sup>a</sup>	.501	.493	2.13543

a. Predictors: (Constant), Social Skills, Self Management, Empathy, Self Awareness, Self Motivation

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	1279.797	5	255.959	56.131	.000 <sup>b</sup>
Residual	1272.253	2794	.456		
Total	2552.049	284			

a. Dependent Variable: Leadership Behaviour

b. Predictors: (Constant), Social Skills, Self Management, Empathy, Self Awareness, Self Motivation

Model	Unstandardized Coefficients		Standardized Coefficients		T	Sig.
	B	Std. Error	B	beta		
(Constant)	6.591	1.270			5.19	.604
Self Awareness	0.090	0.050	.086		1.788	.075
Self Management	0.037	0.043	.037		.867	.387
Self Motivation	0.139	0.058	.139		2.376	.018
Empathy	0.322	0.052	.308		6.197	.000
Social Skills	0.390	0.048	.401		8.183	.000

a. Dependent Variable: Leadership Behaviour

The predictor variable (independent variable) Self awareness has ( $\beta = 0.090$ ,  $p = .075$ ), which means a single unit change in self awareness brought 0.090 unit change in leadership behaviour while keeping the other variables constant. The second variable self management has ( $\beta = 0.037$ ,  $p = .387$ ), which explains that a single unit change in self management brought 0.037 unit change in leadership behaviour, while keeping the remaining variables constant. The third independent variable self motivation has ( $\beta = 0.139$ ,  $p = .018$ ), which explains that

single unit change in self motivation brought a 0.139 unit change in the dependent variable while keeping the remaining variables constant. The fourth independent variable empathy has ( $\beta = 0.322$ ,  $p = .000$ ), which highlights that a single unit change in empathy brought 0.322 unit change in the dependent variable, while keeping the other variables constant. The last independent variable social skills has ( $\beta = 0.390$ ,  $p = .000$ ), which means a single unit change in social skills brought 0.390 unit change in the dependent variable, while keeping the other variables constant.

## V. Conclusion And Future Recommendations

Most of the researchers believe that emotional intelligence has a significant impact which helps a leader to evaluate people more closely and clearly and build a positive relationship between people. The results of regression data show that 50% variation in leadership behaviour was due to emotional intelligence. The study has taken few steps towards understanding the association between emotional intelligence and leadership behaviour and highlighting some important points which play a pivotal role in enhancing the quality of leadership in organizations. The health sector of Pakistan should do more to enhance emotional intelligence, as it could increase quality of service without the utilization of financial resources. Hospital management should be aware of leader's behaviour that has valuable and vital influence on the environment and performance of the health sector. Hence, Pakistan health sector must fully understand the importance of emotional intelligence and employees should be trained in the best ways of applying emotional intelligence practices.

### 5.1 Limitations of the study

Although, the results of the study contribute to a rising literature in emotional intelligence and leadership behaviour area. But several limitations restrain the analysis of the research results. Because of small sample size, limited time and economic limitations, this study are conducted in specific areas of Pakistan.

### 5.2 Future research directions

The future recommendations include increasing emotional intelligence, awareness concepts, its importance and application among supervisory and leadership roles. It also advocates the implementation and design of proper training programs for leader's behaviour on how to apply and consider EI characteristics in their personnel management. The study also suggests developing tools to gauge the emotional intelligence level and incorporate it into potential leader's recruitment. Future research is needed to examine emotional intelligence with other variables such as job satisfaction, employee motivation, organizational commitment, etc. The variables used in this study can also be applied in other Pakistani sectors like banking sector, telecom sector and in many other sectors of Pakistan.

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