

INTRODUCTION

Iqra Journal of Business & Management is a peer reviewed journal initiated by the Business Administration Department, Iqra National University, Peshawar, Pakistan in year 2017. The aim of the journal is to publish latest research related to the field of management, business administration, marketing, finance, entrepreneurship and so on. The main contributors of the journal are academics, researchers, practitioners, consultants, and undergraduate and postgraduate students. The journal has a diverse advisory board consist of experts from developed countries as well as well-known universities at national level. The journal provides a platform for sharing diverse research work in the field and aims to reduce the gap between the industry and academia. The journal is abstracted and indexed in high ranking abstracting and indexing agencies. The journal does not charge any fee to authors and is freely available to the readers through its web site.

AIMS AND SCOPE

The Iqra Journal of Business & Management provides an excellent outlet for research and scholarship on management-related themes and topics. The journal contributions come from all over the country as well as from abroad, and include empirical and methodological articles across the full range of business and management disciplines including;

- General management
- General administration
- Accounting and finance
- Human Resource Management
- Marketing and supply chain management
- Strategic Management
- Operations Management
- Entrepreneurship
- Corporate Social Responsibility
- Public Sector Management
- Organizational Behavior
- Business Ethics
- Research methods

CHIEF EDITOR MESSAGE

Pakistan is going through a transitional period having long lasting impact on its economy, politics, culture, and social structure of the society. Key drivers of the transition include CPEC project, changing International and national political dynamics, globalization, climate change, and new public management. The transitional period is also putting greater pressure on organizations across the diverse range of industries/sectors to adopt according to the changing needs of the environment. In this dynamic environment, there is urgent need for research and development of indigenous new methods, techniques, and tools for the growth of businesses and industry in Pakistan. It is a matter of great pride, enthusiasm, and anticipation that Iqra National University is launching its management science journal named 'Iqra Journal of Business & Management'. The journal aims to provide a platform to the researchers belongs to the management and administration discipline.

The journal will disseminate the latest research to the research community, academics, industry, government and social sector. The aim of the journal is to provide industry and businesses within Pakistan the latest research and bridge the gap between the industry and academia. In current era, best scholarship requires the qualitative as well as quantitative methodology so the journal will publish research articles on both type of research along with insightful commentary, field reports on contemporary management practice, all of which will make the journal highly beneficial for its readers.

The development of journal required a lot of hard work and I appreciate the work of managing editor, co-managing editor and associate editors. On behalf of Iqra Journal of Business & Management, I am thankful to the university administration for its support of this effort. I am thankful to the Chancellor, INU Obaid ur Rehman, and all the academic and administrative staff in supporting this research endeavour.

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LETTER FROM THE EDITORS

Warmly Welcome to Iqra Journal of Business & Management (IJBM) Volume 1, Issue 1, 2017, the official journal of the Iqra National University Management Science Department. This University providing Management Science, Engineerin, Allied Health Sciences, Fashion & Design & Mass Media Communication Discipline Bachelors, Masters & Ph.D degrees. A non-profit association of scholars whose ambitious to come up with challenging and encouragement ideas to support and transfer of knowledge throughout the world.

The editorial mission of the IJBM is to publish pragmatic and hypothetical research articles which improve and introduce the core values of Information System and Management Science. All research articles are double blind referred. The manuscript in this issue have a good enough acceptance rate, which is keeping with our editorial mission. Versatility of thoughts will always be welcomed.

Please explore the Iqra National University website at <https://www.inu.edu.pk/iqra-journal-of-business-management/> for on-going information about the university and Journal, and about Management Sciences academics and our collective conferences. Submission suggestion instructions and guidelines for publication are also provided on the provided website.

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Impact of Upward Communication on Employee's Morale in Banking Sector of Pakistan

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ABSTRACT

The banking industry has drastically developed during the last few decades. The increased competition and changes in management has evolved the management styles as well. This study deals with the management of upward communication in the banking sector and its impact on the morale of employees. This study is mainly focused on two main variables; communication and morale. Communication is the link that keeps the organization attached. It is also the main instrument that can be used to motivate the employees. Hence we can say that the communication is a factor that directly impacts the morale of employees in any organizational setting including the banking sector. It is a descriptive study in nature and questionnaires were used to collect the primary data. This data was collected from four big banks of Pakistan. The results inferred from the study conducted that in the banking region, upward communication is considered on average level. It has the potential for competitive zones but still needs certain upgrading. The study also shows that weak areas in the upward communication are having an undesirable impact as it is resulting in reduced employee morale in the organizations.

Key Words: Up Ward Communication, Employee Morale, & Management Styles.

INTRODUCTION

Communication can be explained as a very important factor of any working place, which plays a vital role in its survival / achievements. Most of the researches focused on communication. To a minor level, it has more lately addressed an-upward and 360-degree appraisal systems. As compared to that, the character of informal upward communication endures to be extensively neglected, especially when it concerns the conduction of opinions acute of managerial belief. A little analysis of the sense making heuristics engaged by both managers and non-managerial staff that arouses the former to disregard much of the low-key critical upward communication they receive, and the latter to overwhelm its transmission in the initial place. Therefore, it can be suggested that managers sometimes over commit to specific progressions irrespective of whether they portend hostile or sound for the organization concern. In doing so they demonize those who belong to defamed groups or those who embrace contrary value system. We argue that the consequent elimination of critical upward communication (CUC) leads to iatrogenic phenomena – i.e. organizational problems that are derived from the treatment regime that has been prescribed, rather than from a pre-existing condition. Implications for practice and further research are considered (Tourish and Robinson, 2006) This is manifested in the fact that employees have different needs and different priorities and thus managers must be able to apply different motivational tools to satisfy the different employee needs and wants. The inner drives within an individual are needs to be activated to give rise to appropriate behavior, where such behavior could lead to the fulfillment of a need such as job satisfaction. (Ngaithe, 2016). This is manifested in the fact that employees have different needs and different priorities and thus managers must be able to apply different motivational tools to satisfy the different employee needs and wants. The inner drives within an individual are needs to be activated to give rise to appropriate behavior, where such behavior could lead to the fulfillment of a need such as job satisfaction. (Ngaithe, 2016).

Today the banking industry has become one of the most regulated industries of Pakistan which records continuous growth. As of 2016, the sector of banking consists of thirty six kinds of banks that are functioning commercially. This number includes twenty five banks that are locally private, four banks that are commercial banks on public sector, seven banks that are dealing internationally and four specialized banks with a total number of 9,087 branches all over the country. From the above given details of banks, six banks are operating their functions according to the principals of Islamic Banking in present year (Pervaiz. A, 2016).

Communication

Communication can be defined as a procedure of carrying the information. It has messages that are conveyed by the sender and the same messages are received by the receiver, then finally receiver gives feedback on those messages. Feedback is the end step of communication process. (Tourish and Robson, 2006). Subordinates of the study are known to be the givers while superiors are known as receivers. The supervisors give feedback to the subordinates to form the results for the study.

There are two classifications of communication: verbal and nonverbal. In this study, priority is given to verbal communication while nonverbal is taken secondary to the verbal procedure. (Murphy et al, 1997).

Upward Communication

Upward communication is commonly defined as the movement of communication from the lower base of the order to the higher base. The movement is seen as transmission of communication from low workers to senior staff, then to the manager, progressing to the head of department etc. It forms a series of chain which initially started from lower base and ended to the higher order. (Johansson , 2008).

Work progress is checked by the management while issues seen in that work are solved by formulating and implementing organizational planning. Management is the power house of upward communication as it governs any changes brought in the program, it also deals with the changes in the overall strategies. Management only makes changes when lower staff agrees with the new changes. Such pattern must be adopted in all the organizations. (Rabey, 2001)

Morale

Morale is considered to be a response. Morale occurs with a response and willingness of an individual that can be formed during a situation. The motivation comes within if one choses to do so. Morale passes from the people's righteous actions to the great return of those actions in the future ahead.

The employee's morale shows the culture inside any organization in relation to the environment of working area. The employees work hard; continue long working hours with honesty and responsibility when they are happy with the comfortable environment. So the culture of organizations can be evaluated by utilizing the amount of determination assessed by employees work interest. Behavior of employer with its workers and the perception of these employees working in that organization can also be determined. (Easy Communication, 2017).

The morale of employees is stated in the form of association that takes place among groups of individuals in any organization. Employee of high morale is the title given to the one who works hard throughout and is happy with the organization and the work given to him, also the quality of work reflects the employee's satisfaction. As compared to the employee who shows low quality work, less productivity is titled as employee of low morale. Since it is essential part of any organization, the managers should work hard in maintaining high morale of the employees. (Nelson, B, 2012)

Different researches in the past have explored different aspects of communication of factors that lead towards the morale of employees in different organizational settings. But currently high projection is given to research in communication which is involved in examining the official and unofficial ways of communication and its respective attitude. It sheds light on behavior and culture demonstrated in the organizational communications. (Robert L. and Minter, 2010). In upward communication, feedback receptiveness is identified to calculate the fact of employees' willingness on having feedback from the senior officers. If the level of this receptiveness is higher, it is considered as a positive factor. If the level of this receptiveness is higher, it is considered as a positive factor. It means that the employees are motivated to receive feedback from their managers. This response, when received, will boost the morale of the employees as they will consider it as their integration in the organization. (Robert L. and Minter, 2010).

The current study is focusing on morale of employees and upward communication by finding their status and the path for its up-gradation in the banking sector of Pakistan. The findings of the current study are beneficial to the management team of the banking sector, also to the employees of the banking sector.

The study claims significance for the policy makers regarding upward communication based on the opinions of the employees that can enhance their morale and level of motivation. Study findings can be equally important for the academia.

LITERATURE REVIEW

Research has clearly shown the relationship between subjective well-being and work performance, even though there is debate over the causality of that relationship (i.e., does subjective well-being cause higher work performance or does greater work performance lead to subjective well-being?). Regardless, researchers and practitioners would agree that having employees who are productive and have high subjective well-being is valuable (Russell, 2008).

During the last half of preceding century, a new field called the “Organizational communication” has been emerged as its own field; ultimately it combines both the theories i.e. behavioral sciences and communication. Its main purpose is improving the communication environment in an organization; and it deals with the consumption of perceptions and ideas from human related subjects. (Robert and Minter, 2010).

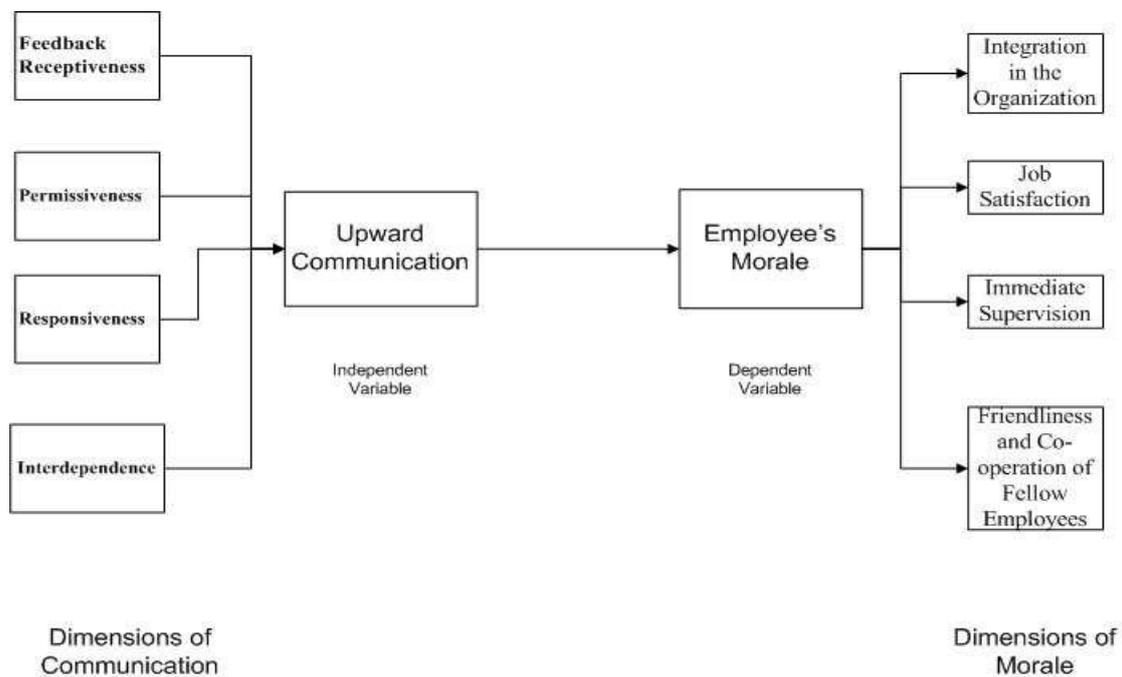
The feedbacks and comeback being provided or delivered by workers for communication also draws a very clear picture regarding their morale. Researches call this factor as “responsiveness” of employees. If the level of responsiveness is on the higher side, the moral of the employees will also be greater. Hence it is said that responsiveness improves the morale of employees in an organization. (Robert and Minter, 2010)

For organizational change, the enhancement of self-esteem of staff via communication is very vital (Lewis, 1999). Though some studies have established the communication importance but not implemented practically. (Putnam and Corren, 2004). Managers should encourage their subordinates to adopt an out of the box thinking approach. New ideas of the employees should be welcomed and appreciated. This approach is referred to as permissiveness in literature and is used for measuring the extent or magnitude of workers and by this they also identify their encouragement and stimulation from management of an organization for initiating new endorsements, ideas and proposals. Permissiveness is an important tool that can be used to enhance the morale of the employees. The “postmodern” theory for organizational management are considered as public entities that is regularly progressed and is creating themselves through discussions prevailing in people and such conversations has affected emotions and relationships of all workers. (Robert L. and Minter, 2010)

The effect of these conversations is intensified when they take place between a subordinate and his/her superior hence leading to the increase or decrease in the self- esteem of the staffs working in respective institute. (Baarge, 2003).

Conceptual Framework

On the basis of above mentioned literature, the following conceptual framework has been drawn.



On the basis of the above literature, following hypotheses have been developed:

H₁ = Feedback receptiveness improves the morale of employees

H₂ = Responsiveness improves the morale of employees

H₃ = Interdependence improves the morale of employees

H₄ = Permissiveness improves the morale of employees

METHODOLOGY

The banks included in this study are HBL, ABL, UBL and MCB. The data was collected from 20 branches operating in the Khyber Pakhtunkhwa province of Pakistan. Data was personally collected from the employees of the banking sector. 100 employees were given the questionnaire, 75 of them responded.

Primary Data Sources

A structured questionnaire was used for data collection comprising of fourteen questions related with different patterns of communication followed by the employees for upward communication, and the responses and effects on their morale. The questionnaire used during this research is

adopted from the research of (Robert L. and Minter, 2010) therefore it is considered as a reliable tool.

Statistical tools

SPSS (*Statistical Packages for the Social Sciences*) was used for data compilation and analysis. Descriptive statistics including Mean, standard deviation, minimum and maximum was determined as well as the techniques of correlation and regression were used to infer a result through SPSS.

Analysis

The quantitative analysis of the data collected is explained below.

Table 1: Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Morale	75	2.50	3.00	2.9889	.06895
Feedback	75	2.00	2.50	2.4933	.05774
Responsiveness	75	2.50	3.00	2.9933	.05774
Interdependence	75	2.50	2.50	2.5000	.00000
Permissiveness	75	2.50	3.50	3.4867	.11547

Table 2: Correlation Matrix of Variables

	Morale	Feedback	Responsiveness	Interdependence	Permissiveness
Morale	1				
Feedback	.547 (**)	1			
Responsiveness	.547 (**)	1.000(**)	1		
Interdependence	.(a)	.(a)	.(a)	1	
Permissiveness	.830 (**)	-0.014	-0.014	.(a)	1

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

The above table displays the inter-variable correlations and it demonstrates that all the values are positively related with each other as the values of all correlation coefficients are positive. All the correlations are significant at confidence interval of 1%. The table shows that nearly 54% of the employees in the banking sector who go through feedback receptiveness and responsiveness have positive impact on their morale. The percentage is up to 83% when we discuss permissiveness.

Analysis of Hypotheses

The hypotheses extracted from the theoretical framework developed were tested using correlation and linear regression techniques. This was done as all the variables are assessed on a continuous scale and the data collected also met the assumptions for parametric testing.

Regression Analysis

Table 3: Model Summary

Model	R	R-Square	Adjusted R Square	Std. Error of the Estimate
1	.547	.299	.289	.05812
2	.547	.299	.289	05812
3	.830	.688	.684	.03875

Predictors: (Constant), FEEDBACKR, RESPONSIVENESS, PERMISSIVENESS

Dependent Variable: MORALE

Table 4: Coefficients

	Unstandardized Coefficients Beta	Std. Error	Standardized Coefficients Beta	T	F	Sig
(Constant)	1.36	0.292		4.661		0
Feedback	0.653	0.117	0.547	5.581	31.148	0
Responsiveness	0.653	0.117	0.547	5.581	31.148	0
Permissiveness	0.495	0.039	0.83	12.7	61.333	0

Feedback receptiveness improves the employee's morale

The findings have depicted a significant positive relationship between feedback receptiveness and morale and the relationship is stronger as ($r=0.547$, $p<0.05$). The relationship is supported to be further significant and regressed with $R^2 = .299$, $F=31.148$ ($p<0.05$) and Beta for regression = 0.547 , where $t=5.581$ ($p<0.05$).

Responsiveness positively affects Morale

The findings have depicted a significant positive relationship between responsiveness and morale and the relationship is stronger as ($r=0.517$, $p<0.05$).

Interdependence improves the morale of employees

This hypothesis claimed that interdependence improves the morale of employees. However, there was no correlation between the independent and dependent variable in this case. Hence, the linear regression for this hypothesis could not be calculated.

Permissiveness positively affects Morale

The results have portrayed a noteworthy positive relationship between permissiveness and morale and a strong relationship exists as ($r=0.830$, $p<0.05$).

Discussion

The primary objective of current research study was to study prevailing upward communication level of banking sector of Pakistan. The received responses showed average level of upward communication practices in banking sector that is very positive while discussion of issues and concerns in working setting with superior management. (Robert, 2010).

The first hypothesis proved with the help of quantitative analysis shows that feedback receptiveness has a positive impact on employees' morale. This positive impact has previously been discussed in studies of Robert (2010) and London and Wohlers (1991).

The literature suggests that the response of lower level employees towards the communication initiated by the upper level of management is also due to the motivation or morale. (Robert L. Minter, 2010). The second hypothesis has proved this claim of the previous researches as it demonstrates that responsiveness improves the employee's morale.

Another factor on which the third hypothesis was based is called interdependence. The findings have rejected the hypothesis regarding interdependence which claimed that interdependence improves the morale of employees.

For development of platforms which will provide effective suggestions, upward communications are the tool that will provide assistance, as well as evidence gathering procedures and reduction of quantity of conflicts which arise in working environment. The people will also get chances of expression of their dissatisfaction for harmful issues of organization. Such process will enhance the satisfaction and higher self-esteem of the staffs in that work environment (Shnehar, 1990).

CONCLUSION

Communication is no doubt a very important aspect of any type of an organization. This research helps in concluding that it has a deep impact of self-esteem among staff also. Several aspects of upward communication such as feedback receptiveness, responsiveness and permissiveness has a positive impact on the improvement of employee's morale in the banking sector of Pakistan. Interdependence is another dimension of communication which is rejected in the case of upward communication but it can be important when lateral or downward communication is discussed. This is another area of research which further research studies can explore.

Recommendations

The expected importance is not being given to the Up-ward communication in different organizations in Pakistan, as most of them failed in policies announcements. For improved efficiency, high importance to be given to the communication in a competitive sector i.e. the banking sector.

The following steps may improve the communication quality among banking sectors:

1. Open door policy to be adopted for employees in order to receive their full response without any trouble.
2. For better exchanges of communication between the lower and upper staff of a sector, a substantial feed-backs to be provided to low scale employees regarding their behavior and tasks done.
3. Presentation sessions to be oriented for all employees so that unique ideas and policies could be formulated for integration into the organization.
4. Fear of consequences should be neglected as it creates a lot of hurdles in receiving proper feedbacks from employees.
5. A friendly and working relationships should be developed among employees for a better exchange of accurate information excluding hesitation, some other steps can also improve the assistance of co-workers like:
 - a. Different groups should be given assignments and should be shuffled in order to diminish the grouping dominancy, this will create good interaction between employees.
 - b. The rotation of job can give a good experience to an employee for gaining more and more knowledge in each aspect of banking.
6. The employees should be facilitated with the easy source of communications like email; for keeping timely and updated information records.
7. The lower staff should be empowered by the management system as it will develop a job satisfaction environment and achieving expected morale of the employees.
8. The practices used and followed by other banking sectors for communication can be a standard for new policies for banks involved in this research study.

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Impact of Marketing Mix Strategies on Consumer Purchase Intention

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ABSTRACT

This century is known to be brands battle field as the survival of the best principal is demanding the managers of local and multinational brands for formulating strategies related to marketing in a way for getting edge over their competitor's brands. The current study was incorporated to empirically investigate the relationship between khaadi's marketing mix strategies and the consumers purchase intention. Regression analysis was used to analyze the relationship between the dependent and independent variables. Results of the study revealed a positive relationship between the product, placement and promotional strategies of Khaadi and consumer purchase intention. Whereas a weak relationship between the pricing strategies of the brand and consumer purchase intention was recorded.

Key Words: Marketing Mix, battle of the brands & consumer purchase intention.

INTRODUCTION

People of Peshawar are famous for their rich culture and traditional historical values. They have unique clothing taste and distinguished lifestyle patterns like the people residing in the other provinces of the country. Peshawar city is globally famous for its traditional food, music and of course the hospitality of its residents. The traditional cultural values are still very much practiced in the rural parts of Khyber Pakhtunkhwa. However, residents of its provincial capital Peshawar reveal the other side of the picture. The residents of Peshawar have comparatively more advanced and modern lifestyle as compared to the residents of the rural areas as the residents of urban areas have a better access towards the needs of the modern day life.

Though Khyber Pakhtunkhwa is one of the prime victims of terrorism still various local and global brands are successfully operating and expanding in this part of the country. As an example the fast food industry, the banking industry, construction and consultancy firms as well as the volume of fashion industry is rapidly growing in Peshawar. The presence of various national and international garment brands in the city solidly proves this statement. Guzel is one of the garment store in Peshawar where 52 local and global garment brands are being sold under a single roof. Besides that, Al- Karam, Nishat Linen, Firdous, Sana Safina and so many other garment brands have strongly grabbed the attention of Peshawarians towards their brands. Khaadi is also one of these successfully operating brands in Peshawar.

Furthermore, Khaadi is a renowned multinational Pakistani brand and has been growing ever since it was established. Like other major cities of Pakistan, it also has a strong market share in Peshawar city. It specializes in female clothing also in men and children clothing. Apart from clothing Khaadi is famous for its accessories too. Khaadi was established with a goal of modernizing clothing line according to the latest fashion while keeping in touch with cultural aspects. Khaadi believes that fashion did not solely mean westernization but fashion means something that differentiates you from other while remaining close to your heritage. This is one of the reasons that Khaadi gained fame across a vast audience. At present, Khaadi has more than 40 stores operating across the world. Keeping its popularity in mind, this study is also focused on the effect of marketing mix strategies on consumer purchase intentions at Khaadi.

LITERATURE REVIEW

Successful companies nowadays have one thing in common at all levels. They have a serious belief in marketing and a strong customer focus. In order to understand customer needs and wants they have a high sense of commitment. In such fruitful associations, every single individual is urged so as to give higher esteem to the client and looks for consumer loyalty. In such victorious firms, every single individual is vitalized so as to deliver greater value to the purchaser and seeks their satisfaction (Priyankara et. al, 2017).

Furthermore, it is aim of the marketing to perceive what is valuable for customer generates and deliver it to the customer and to keep the customer gratified. In today's world, the youth is not only pleased with being fashionable, but also being stylish and elegant makes them feel marvelous for their fashion taste (Khan et. al, 2016 & Chen and Ha, 2016). Females are influenced by their own personal tastes, self-esteem, beliefs, certain events, seasons, weather and climate (Rieke, 2015).

Accordingly, people in Peshawar have their own cognizance towards fashion and has been influenced by Pashtun culture, traditions, norms, values and beliefs. Fashion has not been so much influential on the lifestyle of people because people think that fashion is a western life style. It need to be intensified that fashion does not indicate westernization. However, brand advertisement by numerous means has affected the perception of the people regarding fashion but still it hasn't flourished that much in Peshawar. That is why people spend very less money on purchase of fashion items. Additionally, information sources have a significant impression on people specially, on youthful females' elegant style through the apparel business, mass media communications and other different channels. Females, especially youngsters use wide sources of fashion information with a significantly high amount. The information source of new elegant style utilized by youngsters has evolved from the friends, family programs, store display and television programs to the Internet, TV shows and magazines about fashion (Chen and Ha, 2016). Furthermore, the role of marketing mix in the development of a positive consumer purchasing intent is very vital (Dickinson & Holmes, 2008). The marketing firms must devise their marketing mix strategies in such a way that can produce the most desirable impacts on consumer buying behavior (Gopal, 2010). It is very important for marketing managers to know and understand the consumer buying behavior. Based on the same understanding they most often formulate and design their marketing mix strategies (Priyankara et. al, 2017). Hence, the problem statement specifically developed for the current study is to examine the relationship between the marketing mix strategies of Khaadi and fashion consumer's purchase intention. For this purpose, the following hypotheses have been established:

H₁: There is a significant relationship between product strategies and consumer purchase intention.

H₂: There is a positive relationship between the pricing strategies of the firms and the consumer purchase intention.

H₃: There is a significant relationship between the placement strategies and consumer purchase intention.

H₄: There is a positive relationship between the promotional strategies and consumer purchase intention.

METHODOLOGY

Population of the Study

The target population for this research consists of students of various colleges and Universities located in Peshawar city. This selection was made on the basis of easy access and convenience.

Female students were selected irrespective of their programs and academic levels. Population consists of the female respondents from various areas of Khyber Pakhtunkhwa and its provincial capital Peshawar. Some of the respondents were also personally contacted inside the stores while they were purchasing. Young female consumers residing in the various urban and sub urban parts of Khyber Pakhtunkhwa and its provincial capital Peshawar in age bracket of 18 to 30 years were surveyed. Sample size consisted of 300 respondents. Sampling technique used for this study was non- probability convenience sampling.

Questionnaire Construction

Thorough analysis of literature led to discovery of questionnaire that was developed by Ling in 2007. All of the data was collected through this questionnaire. Responses were recorded using the Likert scale as it helps in clarifying the response (Likert, 1985).

Procedure for Data Collection

Researcher personally approached majority of the students whether in universities and in stores to collect the data in more authentic form. In order to avoid any kind of disturbance during collection of data, assistance from the concerned authorities was obtained. Questionnaire was distributed and collected with the help of concerned authorities. Majority of the data was collected from the university students while they were present in classrooms so that they were briefed regarding the background of the research study. Data collection took one month.

Statistical Tool Used for Data Analysis

After the data collection, regression analysis was carried out to know the strength of relationship between independent and dependent variables.

RESULTS & DISCUSSION

Table 1: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.973 ^a	.451	.452	.24241

a. Predictors: (Constant), Product, Price, Place and Promotion

b. Dependent Variable: Purchase Intention

Table 2: ANOVA

ANOVA						
	Model	Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	100.792	8	14.512	245.512	.000 ^a
	Residual	3.701	59	.055		
	Total	104.493	67			

a. Predictors: (Constant), Product, Price, Place and Promotion

b. Dependent Variable: Purchase Intentions

The results show that the model is very effective. ANOVA table confirms that this model is a good fit as it is significant in making its predication.

Table 3: Regression Analysis

	Model	B	Std. Error	Beta	t	Sig.
1	(Constant)	.005	.123		.040	.968
	Product	.024	.063	.032	4.395	.006
	Price	-.441	.109	-.331	-1.049	.089
	Place	.182	.058	.219	3.156	.002
	Promotion	.899	.138	.787	6.660	.000

For the first hypothesis, coefficient shows that there is a positive relationship between product and consumer purchase intention. The price, on the other hand, has a negative relationship with consumer purchase intention i.e. by increasing the prices of Khaadi products, the consumers purchase intention will decrease. Furthermore, place has a positive relationship with CPI as indicated by many studies conducted previously. Similarly, promotion also has a positive relationship with CPI. The high value of coefficient shows that among the marketing mix, promotion has the strongest relationship with the dependent variable. In other words, it has the strongest impact on the consumers' purchase intention.

CONCLUSION

In the business world, one of the tools that can distinguish a successful business from an average performing business is the use of marketing strategies (Mazlan et. al, 2016). Those brands that use this tool in the most effective and efficient manner are becoming more and more successful as the day passes by. To achieve a cutting edge over its competitors the business is focusing more on

how to market themselves in the most effective way. Advancement of technologies and customization of practices have helped them in achieving the aforementioned goal. However, pure reliance on marketing mix can lead to desired goals only if the designed marketing mix is an appropriate one (Priyankara et. al, 2017).

Moreover, it must address the target consumers effectively using the resources in an efficient manner. Findings of this study are matching with the past studies results. Gopal (2010) and Nisar (2013) stated in their researches that the designing of a product has more effect on the consumer's purchase intention and as a result brand loyalty depends upon the designed product strategies as long as product is satisfying majority of the needs of the customers. This study has further enhanced the belief that there is a positive relationship between product strategies of a brand and the purchase intentions of its consumers. Van Eck, Grobler and Herbst (2004) through their research revealed how a product effects the decision making of the consumers. They also found that public prefers branded products over unbranded products as they are surer about the branded product quality and associated performance risk. Researches carried out by other researchers revealed similar results. Thus, a common belief has developed now that without appropriate branding it is hard to sell the product effectively (Mazlan et. al, 2016).

Furthermore, like any other business line, fashion business is also affected by their branding strategies. At the same time, product design and quality play more integral parts of the marketing strategy as compared to other industries. Julia et al. (2010) found that chains that offered high quality of the products were even able to attract price conscious customers. Khaadi is doing the same. Their focus is not only providing high quality product but also keeping the price tag as reasonable as possible. Khaadi is now targeting middle class more as it has already established itself in the upper class of the society.

However, even though Khaadi is trying to lower its price tag but still it has not been as successful as they should be. Due to higher quality products, Khaadi is somehow still charging high and thus not been able to penetrate into lower middle class in a true sense. This study has revealed that there is a negative impact of price on the purchase intention of the fashion consumers. Some of the previous studies revealed that due to the high price tag, most of the customers feel reluctant to buy a brand (Ali et al., 2014). Ali et al. (2014) wrote that for a successful business, the channel of distribution is the key. More hard work on making it effective can lead to more success in terms of making its product more available to the greater satisfaction of its consumers.

Furthermore, this study confirms the same findings that there is a positive relationship between the Khaadi's consumer purchase intention and placement strategies of the product. Right placement enhances the chances of attracting more customers and increasing the sale of the product. Use of celebrities during the promotional activities of the product is also fruitful if it is properly carried out (Khan et al., 2016). Right selection of the celebrity can create strong brand equity. Right kind of celebrity will attract more consumers as they will feel resonance effect due to the fact that their favorite celebrity is endorsing the product (Salmones, 2013). According to the findings of the current study, the promotional strategies have revealed the most significant relationship with the buying intention of the consumers. It is all up to the skill of advertisers that how the brand is being promoted it can have the strongest impact on the sale of the product. Promotion can provide the competitive edge over its competitors if it is executed in an effective manner (Mazlan et al., 2016).

Academic & Managerial Implications

Being a fashion outlet, Khaadi has to be innovative and cheap at the same time. They should try to hold its present customer base but also to increase it. They need to find out ways in order to deliver their message in an effective manner to its target audience. Like other outlets, they can't focus on single product line as it will affect their revenue and their survival also. Branding is considered as a symbol of success of the promotional strategies, especially in the fashion industry. Branding plays its role in increasing the sales revenue if done in an appropriate manner. Current study strengthens this belief as there is a positive relationship between the marketing mix strategies of Khaadi and the purchase intention of its consumer. Findings of the current study can be of great importance to academicians and marketing management students. As they can build their knowledge regarding the role of marketing mix strategies in shaping and reshaping the consumer buying behavior in a desirable manner. Researchers can extend the scope of future researches to other areas which will help in developing more effective marketing mix strategies. Basic idea of the current research can be implemented to other industries such as pharmaceuticals, departmental stores and super marts. This can help them in understanding the thinking of their consumers.

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Impact of Foreign Direct Investment, Government Expenditure, Inflation Rate & Oil Price on Economic Development of Pakistan

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ABSTRACT

This study is aimed at determining the impact of foreign direct investments, government expenditures, inflation rates, and oil price on GDP growth of Pakistan. A time series data on annual basis is used for the period of 1990 to 2016, which is taken from different sources. The significance of variables has also been checked which shows that inflation rates, foreign direct investments and government expenditures have significant impact on GDP of Pakistan while oil prices has an insignificant impact on GDP growth of Pakistan

Keywords: *Foreign Direct Investment, Economic Growth, Inflation Rate, Oil Prices*

INTRODUCTION

Malik and Chowdhury (2001) defined the economic growth as the Changes in the Gross domestic product (GDP) of the country. Pakistan's Economy is not having an adequate development over past six years. Numerous factors like high inflation rate, decrease in exports, increase in imports, political instability, exploitation, defective lending system with high interest rate, and over population are liable for this inadequate economic growth.

Shahzad and Al-Swidi (2013) determined that when a country's economic growth rate, exports and imports are very high then the country will exert a pull on a higher amount of foreign direct investment. On the other hand, the flow of foreign direct investment into an economy will inversely be influenced by inflation.

Wagner's law (1883) and Keynesian approach (1936) have examined that there is an essential association between economic growth and government expenditure. Wagner's law states that public expenditures are caused by the national income. Whereas, the Keynesian approach focused that effective economic growth can be improved by government expenditure. Though at the same time, the process of economic growth may slow down when extremely high government expenditure can crowd out private investment.

Furthermore, Petty (1674) explained that GDP growth rate refers to change in GDP in terms of percentage from one period to another and the value is generally intended on annual basis. Kuznets in 1934 prepared further modification in it. He determined that when GDP has a declining trend for two successive quarters, the economy will be in recession while when GDP grows too rapidly and has rising development then doubts of inflation rate arises, and, consequently, the interest rate will be increased by the central bank in order to encourage the economy (World Bank, 2015).

The impact of microeconomic variables on GDP has been determined previously in many countries including Pakistan. However, the effect of macroeconomic variables (foreign direct investment, government expenditure, inflation rate and oil price) on GDP of Pakistan has not been determined for the recent years. Consequently, this research has been conducted for the period of 1991–2016 in order to include the recent years and to determine the relationship over a long period of time to get a clear picture.

LITERATURE REVIEW

All countries of the world whether developing or developed, have economic growth consistency as the most essential goal of macroeconomic policy. Diverse macroeconomic variables such as foreign direct investment (FDI), inflation, exchange rate, government expenditure, export/import, balance of payment (BOP), interest rate, oil price etc. can affect any country's gross domestic product.

Moosa, (2002) concluded that the growth and productivity of a host country is affected by both government expenditure and FDI. In majority of the studies the impact of FDI on economic

growth is positive, however, the degree of this kind of impact relies on capability of home nation that comprises of trade policies, level of human capital, infrastructure, economic and institutional development (Makki and Somwaru, 2004).

Inyiama (2013) suggested that GDP can be affected by macroeconomic variables for several reasons and found out association among GDP of Nigeria and interest rate, exchange rate and inflation rates for the period of 1979 to 2010. The result shows indirect association between GDP of Nigeria with a single digit rate of inflation and a direct association among GDP of Nigeria and interest rate and exchange rate.

Ahmad and Ali (2013) conducted a research for the period of 1975-2011 to find out the affiliation among economic development of Pakistan and exchange rate, inflation rate and foreign direct investment. The results show indirect association between exchange rate and inflation rate.

Foreign Direct Investment and Economic Growth

Foreign direct investment is a venture organized to gain a long-standing management concentration in an enterprise for extended working in a country other than that of financial specialist clear as per citizenship (World Bank, 1996). FDI could perform an affirmative role in improving a state's GDP and promote financial growth. Sun (1998) has established that there is a positive correlation between GDP and foreign direct investment in China. Moreover, Alfaro et al. (2003) has argued that when there is a well-developed financial market then foreign direct investment encourages GDP.

Borensztein et al. (1998) and Findlay (1978) concluded that a positive effect of FDI on GDP is linked with the administration performance, developed technology and marketing skills by the foreign organization such that the host nation will profit from it.

Additionally, according to Fan and Paul (2000), through different ways, the foreign direct investment contributes towards GDP development. Through being a cause of resources formation, (containing the formation of manufacturing works), innovative machinery and better transportation, it openly influences growth.

Government Expenditure and Economic Growth

The fiscal policies have some significant instruments including Government expenditures. Different extremists recommended different views about Government expenditure and GDP. It is presented by most extremists (Classical) to facilitate the refusal of association between economic growth and Government expenditure. However, this was rejected by the Keynesians. They recommend that GDP is wholly affected by fiscal expansion. According to Lin (1994), the maintenance of a clear relationship between Government expenditure and GDP or Economic

growth is essential for a successful growth development strategy. The government expenditure and GDP has affirmative relationship which was predicted by some of the economic theories.

Furthermore, Barro (1995) came up with providing some helpful implications, which are concerned with the choices on the subject of Government expenditure policies. The study concludes that when there is a boost in Government spending on some advance actions that results in development of growth then it provides support to raise the saving rate up to a maximum value.

Additionally, Fan and Rao (2003) suggest that government expenditure impacts the GDP differently in different countries. The GDP in Asia is strongly affected by government expenditure or investment in agriculture, defense and education. Different resources and their allocation to different sectors (education and health) have been identified by Asghar et al. (2011) that add value to economic growth development and in order to spend more in health and education sector, the government must commence policies to encourage the private sector.

Similarly, Ranjan and Sharma (2008) examined that there is an affirmative association between GDP (Economic growth) and Government expenditure. The government expenditure affected the GDP differently as the government expenditure has positive affect in case of investment in education sector.

Furthermore, according to Abdullah (2000) the economic growth or GDP are associated with the government expenditure and it is reported that for the economic performance, the government size is very important. It is also advised by him that government must boost the expenditure activities in areas such as infrastructure, social, and economic activities.

Inflation and Economic Growth

The relationship of inflation rate and GDP has been researched widely by many researchers. Sarel (1996) observed that inflation has somewhat positive effect on GDP growth, if inflation rate is 8% at annual average. However after 8%, it has strong a negative effect on GDP. Similarly, Hussain (2005) proposed that 4-6% rate of inflation for Pakistan is supportable for GDP growth but he didn't discover any specific threshold level of inflation.

Furthermore, Iqbal (2009) has concluded that almost 6% inflation can help for a country's economic growth while above 6% may lead to adverse relation with economic progress. According to him single digit inflation level is better for Pakistan's economy.

However, Fisher (1993) studied the role of macroeconomic factors in growth to find association of inflation and economic growth for 93 countries. His study results showed that the channel through which inflation effects GDP growth negatively effects growth by declining investment and production growth.

Similarly, Barro (1995) observed that by considering variables such as fertility rate and education constant, there is a significant negative relationship between inflation rate and economic growth. Quartey (2010) also concluded that inflation is negatively associated with economic growth. He proposed that when inflation rate is low during a particular time period, the economic performance is high.

Oil Price and Economic Growth

The vital and main resource of creating power is oil. It contributes to produce 40% of the world's energy. Pakistan is totally dependent on importing oil because it produces only 20% of its requirement from internal resources and the remaining 80% is imported from Middle East. Hamilton (1983) conducted a research and concluded that prices of oil have specific effects on inflation, GDP growth and volatility in financial growth. The insights gained from the research illustrate key affiliation among prices of oil, inflation, GDP growth and volatility in financial growth.

Nooreen et al. (2007) explained that in order to run economic mechanisms in Pakistan, the country deeply relies on oil and its import. Oil is significantly one of the key factors of macroeconomics, which has a very strong relationship with the financial markets in Pakistan and the economy. HusingYu (2007) concluded that it is not compulsory that rise in oil prices will always lead to decrease in GDP growth. He also concluded that there is a nonlinear association between Germany's GDP and actual prices of crude oil.

Rasmussen & Roitman (2012) concluded that when oil prices increase, it leads to increase in import bills and gross domestic product, which indicates direct affiliation among GDP and prices of oil for more than 80% countries of the world. Farzanegan and Markwardt (2009) indicated that in Iran's economy, there is strong direct association between oil price fluctuations and manufacturing growth. Olomola et al. (2006) found a positive association between oil prices and GDP of Nigeria, which may be due to the reason that Nigeria is a trading nation of raw petroleum.

On the basis of the above literature, following literature has been developed: H_{01} = Oil Prices has no impact on Economic Growth of Pakistan

H_{02} = Inflation has no impact on Economic Growth of Pakistan

H_{03} = Government Expenditure has no impact on Economic Growth of Pakistan H_{04} = Foreign Direct Investment has no impact on Economic Growth of Pakistan

METHODOLOGY

Data Collection

The data has been collected from World Trade Economy of Pakistan for time period 1991 to 2016. Since this study is based on macro variables so all the macro variables are considered as population and their data is collected from different sources i.e. World Bank website, Tradingeconomics.com, Federalreserve.gov, Asian Development Bank. The sample variables are derived on the bases of data availability for last 26 years.

Variables

The gross domestic product (GDP) is used as proxy for dependent variable i.e. economic growth. GDP is the final value of the goods and services produced within the geographic boundaries of a country during a specified period of time, normally a year. GDP growth rate is an important indicator of the economic performance of a country.

Independent Variables

Foreign direct investment, Government expenditure, inflation rate and oil price are taken as independent variables. Oil Price refers to the spot price of one barrel of the benchmark crude oil.

Model specification

The model will specify the impact of oil prices, inflation, foreign direct investment and government expenditure on economic growth.

$$GDP_t = f(\text{oilprices and , inflation government , foriegn expenditure direct investment})_t \dots 1$$

Whereas, the econometric regression model is given below:

$$\ln GDP_t = \alpha_0 + (\text{OP})_t + \beta_2(\text{INF})_t + \beta_3(\text{LnFDI})_t + \beta_2(\text{LnGE})_t + e \dots 2$$

Where

LnGDP = Natural log of Gross Domestic Product

OP = Oil Price

INF = Inflation

LnFDI = Natural log of Foreign Direct Investment **LnGE** = Natural log of Government Expenditure **α_0** = Constant

β = Beta (Standardized Coefficients)

t = time period

e = Error term

RESULTS & DISCUSSION

Regression Analysis

Table 1: OLS Estimation Results

	Coefficient	Robust Std. Error	t-ratio	p-value
Constant	2.796	2.004	1.395	0.178
Oil_Price	0.318	0.191	1.667	0.110
Inflation	-0.034	0.006	-5.351	0.0001***
Ln_FDI	0.174	0.060	2.922	0.008***
Ln_GE	0.825	0.113	7.297	0.0001***

Interpretation of the results

As it can be observed that the impact of oil prices on economic growth (GDP) is insignificant. However, the impact of inflation rates, foreign direct investments, and Government expenditures on economic growth (GDP) is highly significant with 95% confidence interval. It shows that a decrease in inflation along with an increase in FDI and Government expenditure will cause an increase in economic growth i.e. GDP of Pakistan.

Table 2: Statistics based on the weighted data

R-squared	0.905	Adjusted R-squared	0.887
F (4, 21)	49.882	P-value(F)	1.99e-10

The adjusted R-square is clarifying that model is explaining 88.70% of variations that take place in dependent variable because of independent variables. F value is greater than 4 it means that our regression model is a good fit.

Residual Analysis

Table 3: Multicollinearity

VARIABLES	VIF
Oil Price	1.272
Inflation	1.156
Ln_FDI	1.984
Ln_GE	1.683

Multicollinearity values for independent variables are less than 10, thus the model is not affected by Multicollinearity.

Table 4: Autocorrelation

No. of Observation	26
Durbin-Watson	1.807

Durbin-Watson value lies between 1.75 and 2.25 thus we can conclude that there is no issue of auto correlation.

Table 5: White's test for Heteroskedasticity

LM	25.464
P-value	0.030

After Heteroskedasticity test analysis, it was found that there is heteroskedasticity problem in the data collected, therefore, robust analysis was applied to correct Heteroskedasticity issue in regression analysis.

FINDINGS AND CONCLUSION

This research was conducted to find the effect of macroeconomic variables such as foreign direct investment, government expenditure, inflation and oil price on GDP of Pakistan. By conducting the research using Ordinary Least Square Method (OLS), it has been determined that foreign direct investment (FDI) has a positive and direct impact upon GDP of Pakistan as it is also indicated in the researches done by Ahmad and Ali (2013), Alfaro et al. (2003), Shan (2002) and Sun (1998). The impact of government expenditure on GDP of Pakistan is also observed to be significant and positive, which is also indicated in previous researches conducted by Lin, S. A. Y. (1994), Baro (1990) and Asghar et al (2011). The impact of inflation rate on GDP has been observed to be significantly negative as is also observed in the several previous studies such as Saaed (2007), Barro (1995), Hussain (2005) and Ahmad and Ali (2013). The impact of oil price on GDP is observed to be insignificantly positive as is also shown in researches conducted by Nooreen et al., (2007), Kilian (2009), Bauch (2011), Rasmussen & Roitman (2012), Farzanegan and Markwardt (2009) and Olomola et al., (2006).

This research study has great importance for stakeholders, investors, managers, economists and policy makers as the purpose of the study is to realize the effects of macroeconomics variables i.e. foreign direct investment, Government expenditure, inflation rate and oil price on the GDP growth in Pakistan. Economists and policy makers will be able to propose certain policies through

this study in order to control fluctuation in these factors and achieve high GDP growth in Pakistan.

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Bankers' Perception of Risk, technophobia and Benefits: A Context of Electronic Banking in Pakistan

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ABSTRACT

The boom in the 3G and 4G internet subscribers in Pakistan is making businesses including financial institutions, such as banks, provide electronic service delivery channels to their customers. The perception of the bankers towards electronic banking plays a vital role as they convince the customers to adopt electronic banking. Data was collected from 423 respondents using a questionnaire. The most weighted benefit of electronic banking was chosen as saving time whereas the most weighted risk was considered as the need for appropriate training. The respondents considered the introduction of smart phone applications as the best tool to reduce the technophobia associated with the use of electronic banking in Pakistan. In response to open-ended questions regarding the best tool to reduce technophobia, almost half of the respondents proposed training and awareness of bankers as well as customers. To a lesser extent the use of electronic banking by the bankers themselves, use of better IT security systems, providing incentives to the bankers and customers and assuring the bankers about their job security were mentioned by the respondents as a tool to reduce technophobia.

Keywords: *Electronic banking, Technophobia, Bankers, Perception*

INTRODUCTION

Firms in Pakistan are increasingly relying on the internet to reach, serve and communicate with their customers due to the enormous growth in the number of internet and smartphone consumers in Pakistan. With an estimated 28 million 3G and 4G subscribers and 40 million broadband subscribers, businesses in Pakistan are increasingly going digital.

In addition to other businesses, banks too are in the process of designing internet and smartphone applications to enable their financial transactions by customers without visiting the bank. Enabling the customers to make financial transactions from anywhere using the internet is no

more a competitive advantage, rather it has become a competitive necessity. All type of financial institutions is rapidly launching new payment and funds transfer services.

To customers electronic banking benefits are numerous, both to the bank and its customers. On one hand, it provide customer with hassle free mechanism for accessing and operating their accounts anytime they want. On the other hand it reduces the customer flow in branches, increases customers' financial literacy and attracts new customers. By providing electronic banking services banks can offer higher rates due to the reduction in costs associated with serving the customers (Nath, Schrick & Parzinger, 2001).

The focus of this research is bankers' perception of electronic banking. In Pakistan, the usual banking customers are not very familiar with the use of internet (Mas & Kumar, 2008). When the bankers try to convince them to use alternate delivery channels, they must inform the customers regarding all its benefits. Similarly the bankers must answer all their concerns regarding the risks associated with electronic banking.

A huge number of bankers consider that provision of electronic banking channel to customers in the digital economy is compulsory for existence and banks not providing this channel would lose customers to the competitors who offer electronic banking (Nath et al. 2001). Electronic banking is a solution to many of the intrinsic disadvantages of traditional branch banking. The benefits of adopting the electronic banking are cost cutting, an improved reputation of the bank and the attraction of new to bank customers (Jayawardhena & Foley, 2000).

Benefits of electronic banking

Due to continuous effort of financial institutions, Electronic banking interfaces are becoming more user friendly over time so customers are now less concerned about difficulty in using them and are becoming increasingly competent in the use of electronic banking (Cheng, Lam & Yeung, 2006) The extremely importance factors that driver banks towards the adoption of electronic banking are dealing ability, reduction in cost and competitive forces (Gikandi & Bloor, 2010) Similarly Bankers perceive the introduction of internet banking as a strategic prospect.. Internet banking is considered more positively by the banks that offer it compared to the banks that do not (Nath et al. 2001).

Similarly, the key motives for bank customers shifting towards internet banking were found to be the convenience to perform banking transactions at their own convenience i.e. performing transactions anywhere they want, anytime they want and quickly. (Yiu, Grant & Edgar, 2007). Sohail and Shanmugham (2003) argue that accessibility of the internet, attitude towards change, awareness, the costs of computer and Internet access, security concerns, trust in one's bank, ease

of use and convenience are the chief aspects influencing the acceptance of Internet banking services offered in Malaysia.

Risks of electronic banking

However, banks need not to be completely electronic banks. Even though the convenience level is believed to be lowermost in the case of branch banking, yet branch banking is also the only channel that can provide all banking services. Conventional bank branches that have cashiers and customer service officers are still vital since this channel is needed for the first time interaction, relationship building with the customer and complicated transactions (Wan, Luke & Chow, 2005). Banks are exposed to new risks requiring new risk management strategies and risks related with traditional banking were enhanced in the presence of e-banking when it comes to adoption of internet banking (Gikandi & Bloor, 2010) The slow adoption of e-banking is also due to the lack of trained staff in the field of online banking, especially related to management, development and application of e-banking (Alam, Magboul & Raman, 2011).

Technophobia associated with electronic banking

Technological innovations involve significant learning effort on the part of users and, therefore, needs the customers to have the capability and readiness to study and advance knowledge related to technology (Saaksjarvi, 2003) and that insufficient provision of relevant information or misinformation will demotivate the adoption process of innovation (Wilton & Pessemier, 1981). Sathye (1999) has argued that for acceptance of internet banking, it is essential that banks and financial institutions aware their customers of the availability of the service and inform the customer regarding how it is different and value added as compared to the other methods of performing banking transactions.

Technophobia causes customers to be less open to e-banking products, experience uneasiness when using them and ignore the benefits offered by e-banking. To reduce the technophobia, the role of the bank should be to increase consumers' knowledge of security, banking technology, and law that protect consumers (Taasim & Yusoff, 2015). This is because Information available on internet banking, and its security and privacy have an effect on the adoption of internet banking (Pikkarainen, Pikkarainen, Karjaluoto & Pahnla, 2004).

METHODOLOGY

Sample of study

In the present study, the data was collected using a questionnaire. The questionnaire was adopted from the previous research done by Kaleem and Ahmad (2008) conducted in the city of Lahore. The questionnaire was modified to include the bankers' respondents from across the country. In addition to bankers' perceptions of risks and benefits, questions regarding how to overcome the technophobia of bankers towards electronic banking were added to the questionnaire. The respondents were asked as to which of the mentioned factors could overcome the technophobia of bankers towards electronic banking in Pakistan. These questions added to the questionnaire regarding technophobia had a high level of internal consistency, as determined by a Cronbach's alpha of 0.870.

Data collection

The questionnaire was distributed online through personal contacts and bankers' groups on different social media platforms. An open-ended question was asked from the respondents regarding the best way to overcome the technophobia of bankers' associated with electronic banking in Pakistan.

Method of analysis

All the data obtained from the questionnaire, except the one open-ended question, was analyzed using mean score analysis, frequency analysis and one sample t-test. All the analysis was conducted in SPSS.

RESULTS AND DISCUSSION

Profile of Respondents

The demographics of the respondents show that a majority of the respondents were from the Punjab province. 67% of the respondents had experience between 1-5 years and 67% respondents were officers. Furthermore, 56% respondents held a master's degree and 58% respondents were from private banks.

Descriptive Statistics

Descriptive Statistics for Bankers' perception of the benefits of electronic banking

The results showed that saving time, minimizing the risk associated with carrying cash and facilitating quick responses were the highest weighted benefits with the mean scores of 4.83, 4.62

and 4.60. Moreover the least agreed benefit of the electronic banking was considered to be the reduction in HR requirements with a mean score of 4.08.

Descriptive Statistics for Bankers' perception of the risks of electronic banking

The results provided us with the bankers' perception of risks associated with the use of electronic banking in Pakistan. The need for appropriate training and chance of fraud were considered the highest risks with mean scores of 4.21 and 4.05 respectively. On the other hand, charging higher service charges was selected as the least risk associated with a mean score of 3.23.

Descriptive Statistics for Bankers' perception of methods to reduce technophobia towards electronic banking

The respondents chose introduction of smartphone e-banking applications as the best way to reduce technophobia among the bankers with a mean score of 4.64, followed by motivating bankers to use electronic banking themselves and informing them about the security features of electronic banking. Provision of monetary incentives with the sale of electronic banking was the least agreed method, with a mean score of 4.36, to reduce the technophobia among the bankers in Pakistan.

Association of responses with respondents' profile

The analysis was further continued to find associations of the risks, benefits and technophobia with the profile of the bankers i.e. qualification, experience, type of the bank they work for and their position in the bank. For this purpose, the means of the data were analyzed using SPSS. It was evident from the analysis that saving time was the most preferred benefit among all the respondents except from the respondents having professional degrees, such as ACCA and CFA, which considered facilitating quick responses and minimizing the risk of carrying cash the most preferred benefits. Due to an increase in the economic activity in Pakistan, people are using banks more for financial transactions. As a result the number of customer present at the branch increases resulting in long quos and more transaction time. On the other hand, the reduction in HR requirements was considered to be the least desired benefits among all the respondents. However, the bankers with a bachelor's degree also considered the increase in the operational efficiency to be the least desired benefit. Here, again bankers with professional degrees considered minimization in the cost of transactions and inconvenience to be the least desired benefit.

Highest and lowest expected risks of electronic banking in terms of mean scores

The need for training and expertise was considered to be the most expected risk by all the respondents. Unless customers have some knowledge of banking terms, they can't use electronic banking properly. Bankers with professional degrees considered the chances of data loss to be the most expected risk associated with the usage of electronic banking in Pakistan. On the contrary, charging higher service charges with considered as the less expected risk by all the groups of respondents except bankers with an MPhil degree and bankers from public bank, which considered less operation reliability of electronic banking to be the least expected risk associated with the use of electronic banking in Pakistan.

Most and least desired method of reducing technophobia associated with electronic banking in terms of mean scores

The introduction of smartphone apps was considered the most desired method to reduce technophobia associated with the use of electronic banking in Pakistan. However, bankers with more than 10 years of experience considered and executives considered motivating bankers to use electronic banking and provision of information about the security features of electronic banking to be the most desired method to reduced technophobia. Responders with professional degrees considered provision of information to the bankers, regarding usefulness of electronic banking to the customer, to be the most desired method to reduced technophobia.

On the other hand, provision of monetary incentives to the bankers for sales of electronic banking services was considered to be the least desired method to reduce technophobia by all groups of the respondents. However, respondents with professional degrees considered introduction of smartphone apps to be the least desired method to reduce technophobia.

Results of One-sample T-test

All the respondents were requested to give their responses on a five point Likert scale (1=strongly disagree, 5=strongly agree). Using the one sample t test, all the statements were tested against an assumed average of 4 (4=agree).

Table 4.1: Results of one sample t-test for bankers' perception of the benefits of electronic banking

	Test Value =4					
	T	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Electronic banking minimizes the cost of transactions	13.426	422	.000	.537	.46	.62
Electronic banking saves time	35.321	422	.000	.832	.79	.88
Electronic banking minimizes inconvenience	13.314	422	.000	.506	.43	.58
Electronic banking provides up-to-date information	16.097	422	.000	.579	.51	.65
Electronic banking increases operational efficiency	13.064	422	.000	.485	.41	.56
Electronic banking reduces HR requirements	1.430	422	.153	.076	-.03	.18
Electronic banking facilitates quick responses	18.145	422	.000	.600	.54	.67
Electronic banking improves service quality	12.941	422	.000	.501	.43	.58
Electronic banking minimizes the risk of carrying cash	16.365	422	.000	.619	.54	.69

As shown in table 4.1, all the mean scores of the benefits were statistically significantly higher than the mean score of 4.0 with the benefit of saving time being the highest difference of .832 and reduction in HR requirements the lowest difference of .076. Moreover, the p-value for reduction in HR requirements is .153 so we can conclude that electronic banking doesn't reduce the HR requirements.

Table 4.2: Results of one sample t test for bankers' perception of risks associated with electronic banking

	Test Value =4					
	T	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Electronic banking has the chance of data loss	-6.009	422	.000	-.340	-.45	-.23
Electronic banking has the chance of fraud	1.093	422	.275	.050	-.04	.14
Electronic banking has the chance of government access	-1.456	422	.146	-.076	-.18	.03
Electronic banking lacks information security	-8.918	422	.000	-.501	-.61	-.39
Electronic banking charge a high cost for services	-11.916	422	.000	-.771	-.90	-.64
Electronic banking has many legal and security issues	-7.549	422	.000	-.404	-.51	-.30
Electronic banking needs expertise and training	4.117	422	.000	.210	.11	.31
Electronic banking has inadequate information on the website	-7.930	422	.000	-.449	-.56	-.34
Electronic banking has less operational reliability	-10.764	422	.000	-.652	-.77	-.53

As evident from the table 4.2, all the risks are statistically significant with the exception of chance of fraud and the chance of government access with a P-value of .275 and .146 respectively.

Table 4.3: Results of one sample t test for bankers' perception of methods to reduce technophobia associated with electronic banking

	Test Value =4					
	T	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
By informing bankers about the benefits of electronic banking to the bank	13.067	422	.000	.470	.40	.54
By informing bankers about the benefits of electronic banking to the customers	16.173	422	.000	.530	.47	.59
By simplifying the subscription and use of electronic banking	15.110	422	.000	.515	.45	.58
By motivating bankers to use electronic banking themselves	17.577	422	.000	.586	.52	.65
By informing bankers about the security features of the electronic banking	17.935	422	.000	.560	.50	.62
By making all the product information readily available to bankers	16.146	422	.000	.537	.47	.60
By providing monetary incentives to bankers on sales of electronic banking services	7.970	422	.000	.362	.27	.45
By informing bankers about the reduction in customer flow to the branch resulting due to use of electronic banking	15.667	422	.000	.548	.48	.62
By introducing smartphones apps to access electronic banking	20.233	422	.000	.638	.58	.70

All the methods to reduce technophobia were found to be statistically significant, with the introduction of smartphones apps being the highest mean difference of .638 and provision of monetary incentives to the bankers with the lowest mean difference of .362.

Responses to open ended question regarding the best method to reduce bankers' technophobia towards electronic banking Pakistan

Out of 423 respondents, only 130 (31%) responded to the open-ended question at the end of the questionnaire. Out of these, almost half of the respondents proposed training and awareness of the bankers as a best tool to reduce the technophobia associated with the use of electronic banking. Mostly the respondents focused on the need for frequent trainings and awareness sessions.

About 20% of the respondents emphasized on the use of electronic banking channel by the bankers themselves and the improvement of the security for electronic banking services to reduce the technophobia associated with the use of electronic banking. One of the respondent wrote "Electronic Banking user interface must be simplified and must not be made complicated in the name of security. Many Customers don't feel comfortable when they see "Red Highlighted" alarming instructions about security. It must be made sophisticatedly simplified yet secured". Similarly, another respondent said "Mostly senior bankers, who joined banking sector before IT systems, are not used to the electronic banking channels, it would be better if we simplify the interfaces for them".

Another respondent said "Technophobia among the bankers can be reduced by informing bankers about the reduction in customer flow to the branch, guiding them on the benefits and use of electronic banking services and giving them incentives on sales of electronic banking services".

To a lesser extent the use of electronic banking by the bankers themselves, use of better IT security systems, providing incentives to the bankers and customers and assuring the bankers about their job security were mentioned by the respondents as a tool to reduce technophobia among the bankers. A few of the respondents proposed to include the subjects related to electronic banking in the relevant courses being taught at university level in Pakistan.

CONCLUSION

423 responses were collected from bankers working in various private and public banks. The qualification and experience of the bankers varied from bachelors to masters and from officers to executive level. Saving time and minimizing the risks associated with carrying cash was considered as the highest weighted benefit of the electronic banking whereas the need for appropriate training and chances of fraud were considered to be the highest weighted risks by the respondents as evident from the analysis. The most appropriate way to reduce bankers' technophobia was considered as the introduction of smartphones apps. As opposed to accessing electronic banking on a computer, these apps provide one tap access to mobile banking that

reduce the number of steps required in accessing the same through a computer. However the benefits and risks associated with the use of electronic banking apps require further research. Like any other study, this study is also not without limitations. The first limitation of the study is that responses were collected electronically, i.e. responses were collected only from the bankers that already have access to the internet and social media. No paper questionnaire was made and filled physically. Another limitation of the study is that, although, the results suggest that technophobia can be reduced by the introduction of smartphone applications to access electronic banking, however it doesn't focus on the risks and benefits associated with the use of smartphone applications.

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