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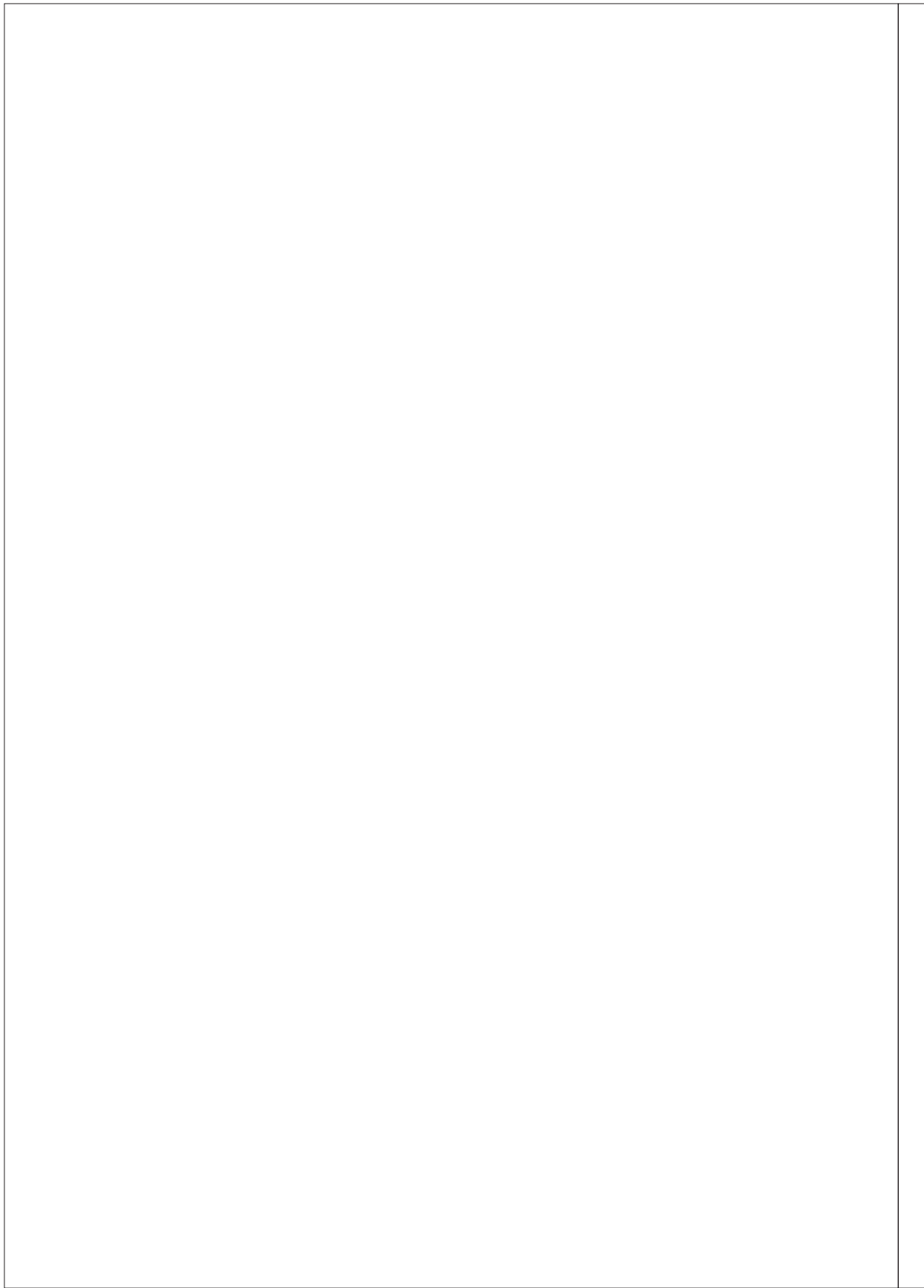
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*Greenwich University*

KARACHI – PAKISTAN

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Social Sciences**



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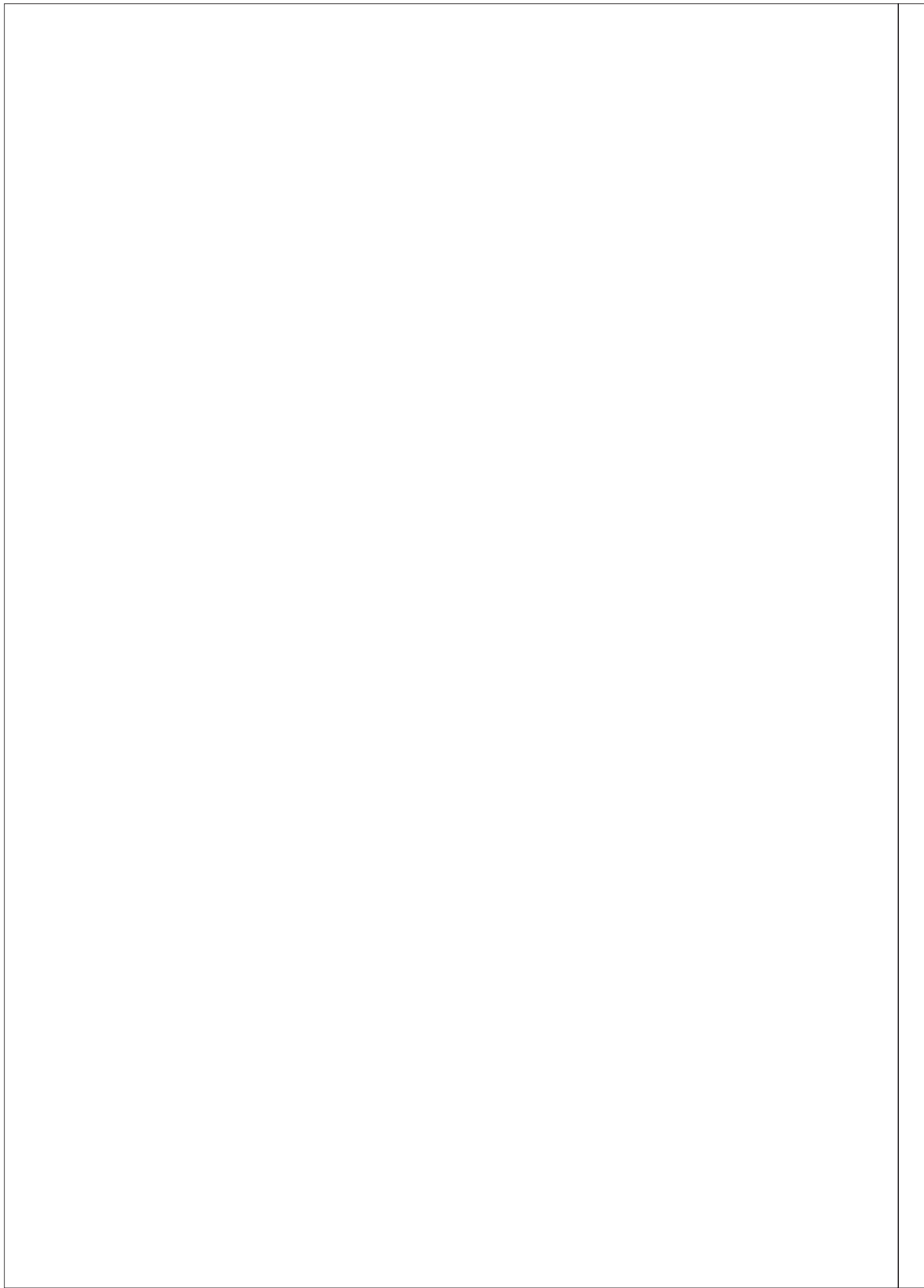
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## **Editor-in-Chief Note**

Research helps to push the frontiers of knowledge beyond the horizon. Research develops concepts, theories and tools of measurement. It provides the research investigator necessary skills to analyze problems scientifically and find solutions.

In the modern complex world, every society today is faced with serious social, economic and potential problems. Problem solving is a technical issue. These problems need systematic, intelligent and practical solution. The 10<sup>th</sup> issue of the “New Horizons” discusses such problem confronted by the society and the researchers provide a fund of knowledge and wisdom for its solution.

The first paper jointly written by PhD Scholar Abdullah Dewan and Prof Hironao Takahashi on “Cost Effective Management of Low Cost Carrier in Pakistan by Enterprise Resource Planning (ERP)” has presented an emerging trend of Low Cost Carrier (LCC) Model. While presenting historical growth aviation industry in Pakistan, this paper proposes cost effective management by employing ERP LCC based aviation business in Pakistan to achieve low cost operations for domestic and regional passengers.

The second paper on “Linking Wastewater Use and Social Welfare: the case of Larkana, Sindh, Pakistan” by Dr. Habibullah Magsi et al, explores the alternate use of irrigation water (wastewater) and its socioeconomic impacts in Larkana periphery. The authors envisaged results with their conclusions that wastewater storage practices are inconsistent with scientific/technological scales further stressing upon the cooperation between irrigation and drainage authorities and local farmers.

Dr. Sakina Riaz, the sole author of the third paper “Development of Social Work as a Discipline in Pakistan: An Evaluation” describes the evolution of social work education in Pakistan. The paper aims to provide conceptual and contextual overview of social work education, identify major issues and problems facing this discipline. At the end, suggestions set out the scope of social work education in Pakistan.

The fourth paper titled “The Impacts of Community Violence on Children (12-18 Years): The case study of Lyari, Karachi” Dr. Kaneez Fatima Mamdani &

Muhammad Yasin studied the effects of community violence on the children 12 to 16 years old of a Lyari town of the metropolitan city Karachi. The study includes anti-social behavior, academic performance, depression, fear traumatization, sleep problem, intrusive thoughts, aggression, cognitive problem, loneliness, stress, hopelessness, ill-health etc. It was concluded that children of Lyari town were affected by the community violence in their respective areas.

Zahra Nazim and Dr. Abuzar Wajidi in their fifth paper on the “Updated National Culture of Pakistan – Revisiting Hofstede” highlights Hofstede’s five dimensional culture theory was utilized to measure the national culture of Pakistan at country and provincial levels. Pakistan was found mediocre on long-term orientation inconsistent with Hofstede’s study. Similarly other tests for reliability and validity to assess national culture were carried out by the author with results mentioned at the end.

Dr. Mamoon Khan Khattak et al, in the sixth paper “Analysis of Digital Democracy’s Promotion Through Social Media” has embarked on newer topic digital democracy through social media while presenting an analytical view evolved from the graduate students of different universities of KPK province. Conclusions drawn from the study are really interesting and may help in policy making processes.

**Prof. Dr. A.Q. Mughal**

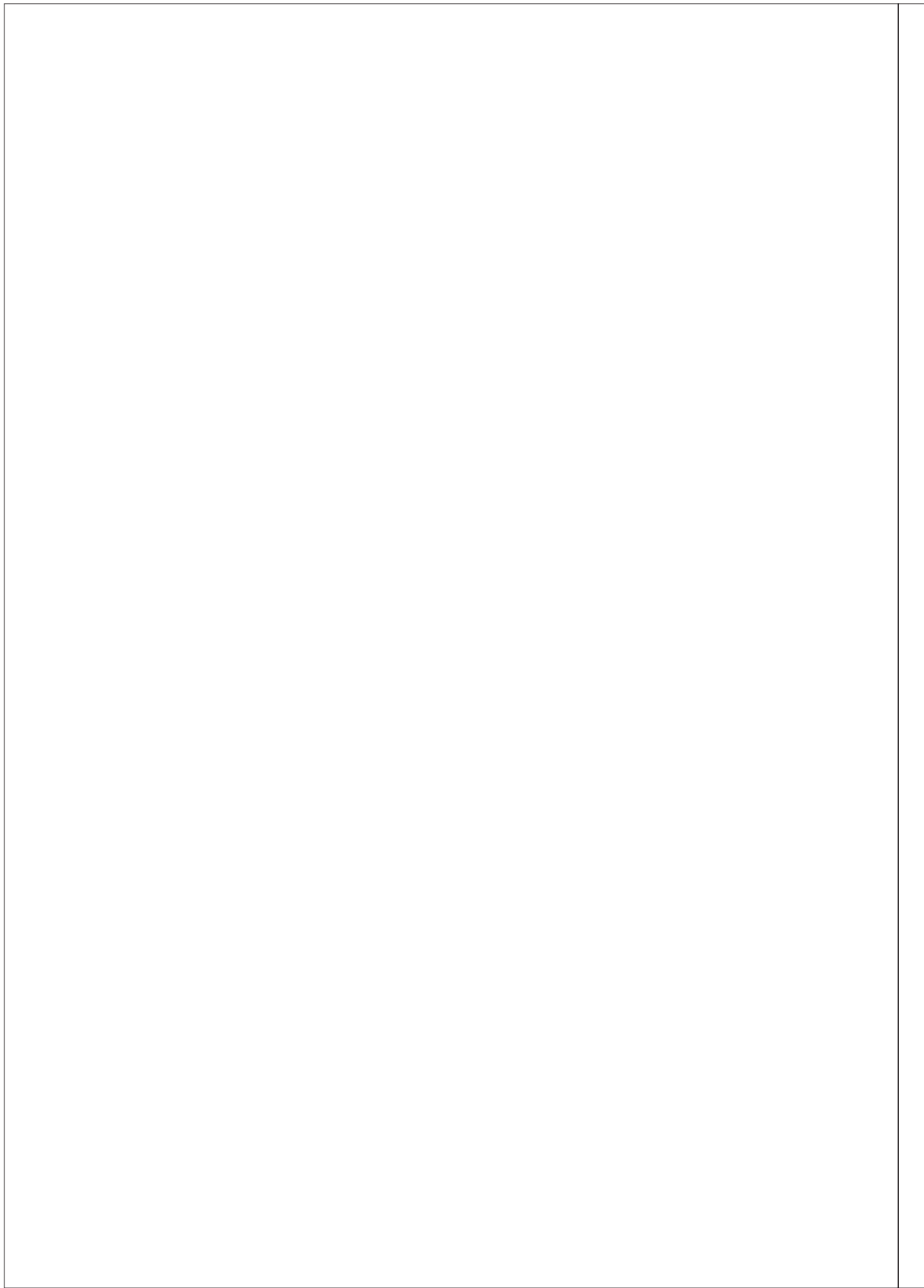
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## **Cost Effective Management of Low Cost Carrier in Pakistan by Enterprise Resource Planning (ERP)**

**Dewan Abdullah\* and Hironao Takahashi\*\***

*The historical growth of Pakistani civil aviation business is directly proportional to the economic and GDP growth of the country. Currently, the domestic and regional passenger traffic growth in Pakistan is limited to the availability of services provided by the national carrier PIA and some private carriers. However, there has not been significant growth in domestic and regional traffic due to the poor performances of the local carriers. Globally, a new trend of Low Cost Carrier (LCC) Model emerged that has revolutionized the regional aviation businesses. The LCC model is purely based on value proposition and relies on efficient low cost of operations. This paper proposes cost effective management by employing Enterprise Resource Planning (ERP) LCC based aviation business in Pakistan. The ERP application in LCCs has become a major source of airlines' differentiating factors in terms of achieving operational efficiency. This paper shows brief insight of the nature of LCC business and their extensive reliance on ERP based systems. To achieve the low cost of operation, this paper evaluates and selects adequate and unified aircraft fleet for LCC based operation. The paper also shows an elaborated analysis of the operations and functioning of ERP in LCCs' different business divisions with real-life analysis. The conclusion summarizes the key points of advantages from the modified ERP with unified aircraft policy.*

### **Background of LLC Business**

Prior to the liberalization of the aviation policies in the decades of the 1960s and the 1970s, air travel was limited only to the privileged and high-end customers; they were the only ones who could afford and spend a substantial amount of money. Those decades are still marked as the golden period for the airlines businesses as their profit margins were soaring and the aviation business

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was protected by the stringent regulatory environment safeguarding the interest of very few state-run and mega-airlines. Those were the times when fuel cost was not at all a major concern and airlines were enjoying strict regulatory protections. The entry barriers and protections under the regulatory regimes were preventing the entry of new competition in the market e.g. in the form of limited issuance of airlines operating licenses and the route-permits were dedicated only to the specific airlines based on the bilateral agreements. In the mid 1970s, liberalization of the industry and open sky policies initiated by the Government of the United States (U.S.) marked the beginning of the end of the golden period of the aviation business. Many mega-carriers particularly in the U.S such as Pan Am, TWA, Braniff, and Eastern airlines etc. could not sustain the tsunami of the causes and effects of the post liberalization period. (Doganis 2010). Regardless of the brutalities of the liberalization of the aviation policies that caused the debacle of many mega-carriers and the considerable shrinking of airlines' profit-margins; its larger benefits were felt overwhelmingly by all types and stratum of the consumers globally. The free-competition environment gave way to the entry of highly efficient new airlines that brought the fare down to the level that it made possible for the masses to avail and afford air transportation with ease and convenience. A new breed of carriers came into existence which relied heavily on enticing customers solely on the basis of value-proposition. In order to cater to the needs of underprivileged market; Southwest Airlines in the U.S. initiated their operation in 1971 and became pioneer in offering services purely on low cost model. The airline focused on four principles: fly one type of aircraft to keep down engineering and maintenance overheads; turnaround aircraft as quickly as possible; and abandon loyalty or air miles schemes. Southwest Airlines is now the third largest airline in the world in terms of number of passengers carried and also one of the most profitable airlines in the world. Practices in traditional and low cost carriers differ in order to facilitate and serve different types of customers accordingly (Norris et al, 2005). Following are the key features of typical low cost model that revolutionized the practices and principles of the airlines.

### **Enveloping of ERP in LCC business.**

The LCC's operational management is highly structured set-up that comprises of its core business functions i.e. primary business of an airline operation and the support functions that facilitate and assist its core operation. Fundamental requirements of the LCC's business are clearly depicted in the value and supply chain analysis that describes the activities within and around an organization. Most of the LCCs now excessively rely on information technology (IT) based

ERP systems to sustain both of their basic and support functions. According to Integrating Web Solutions (2010), ERP is an integrated computer-based system used to manage internal and external resources, including tangible assets, financial resources, materials, and human resources. It facilitates the flow of information between all business functions within and outside the organization. ERP systems are built on a centralized database and normally utilizing a common computing platform. The systems consolidate all business operations into a uniform and enterprise-wide system environment.

The extensive use of ERP applications and systems in airline-industry especially in LCCs has become a major source of their differentiating factors in terms of achieving efficiency purely on the grounds of low cost operations. The system covers comprehensively and integrates all the LCCs' core business activities as well as their support functions such as accounting and finance, human resource management, staff and crew training and recruitment, ground-handling, reservation system, in-flight catering, engineering and maintenance, etc. Most of the major LCCs are outsourcing their reservation system to the independent global distribution systems (GDS); they are the reservation companies that specialize on providing reservation systems such as Amadeus, Abacus, Galileo, SABRE etc. They have now adopted the IT based highly sophisticated flexible revenue and yield management systems that allow them to charge adjustable and flexible fares. The flight operation activities such as passenger services and facilitations, gate operations, baggage handling, ticketing, crew management and scheduling etc. are all linked and synchronized to airline's ERP systems through system-collaborators provided by the collaborating companies such as Société Internationale de Télécommunications Aéronautiques (SITA). Applications provided by SITA which are used by numerous airlines throughout the world are in compliance with government security mandates. The company is a leader and the first organization to be certified for departure control systems (DCS). It provides efficient data processing which minimizes the potential fines associated with International Air Transport Association (IATA). The system collaborators also provide online self-services to the widely dispersed and traveling airlines' staff communities. This includes managing their relationship with the airline, checking their expenses and schedules, keeping them abreast of developments in other parts of the organization and having clear visibility of their current training status and certifications. Employee portals support all these activities and making them available instantly and securely to all the concerned employees. The increasing dependence on IT based systems has put forward the compelling obligations for the LCCs to undertake computer

and data security measures and precautions and also excessively require information pertaining to security awareness and education of their employees. The ERP based systems provide full security coverage to help airlines secure their highly sensitive information and data. The main issues LCCs facing now are the intense pressure to cut costs and fight back against slowing growth in the aviation market. The shape of their route-networks, the structure of their aircraft fleet and the administration and management of labor and staff have all been identified as key factors, if gains are to be made in operating efficiency and effectiveness (Oracle 2012). There are number of other IT based priorities that LCCs are considering in order to sustain in highly competitive aviation business and they are the following:

- Targeting of specific services at business and leisure travelers.
- Centralizing of key operations internally and within airline-alliances.
- Integration and consolidation of IT systems.
- Rationalization and globalization of procurement activities.
- Leveraging of the reservation system using open systems to achieve lower cost, access to greater information on customers, and more flexibility to adjust business models.
- Improvement in the customer experiences.

A common integrated IT infrastructure is core to all the issues discussed and ERP applications are great to help LCCs to address the above priorities and streamline their operations and processes. The ERP applications help the companies in reducing their operating cost by being able to control inventory costs, lower production and marketing costs, and help lower help-desk supports. ERP system is also designed to support LCCs in their infrastructure management and strategic planning processes. It improves the coordination of the company's processes into one streamlined process where everything can be accessed through one enterprise-wide information network i.e. it encourages the establishment of central data warehouses and allows employees to access the information in real-time (Oracle 2012). This helps airlines in research and development, decision makings, and managerial control and also assists in tracking actual cost of the daily activities and can perform activity based costing functions.

### **Single Type of Aircraft Operation**

The typical LCCs adopt the fleet plan that ensures single type of modern and fuel efficient aircraft in order to keep their aircraft operating cost as low as possible i.e. saving on aircraft engineering and maintenance expenses, aircraft fuel-burn, flight-crew conversion and recurrent training cost, and spare parts



carrying cost etc. One large fleet of single type of aircraft enables the airlines to achieve operational economies-of-scale and also allow them to formulate lean organizational structure. Unlike the traditional airlines, a LCC's aircraft is kept flying as much as possible with high frequencies between the pair-cities. A fast turnaround is critical to ensure the time spent on the ground is minimal. LCC's turnaround time on an average is 25 minutes; compared to 1 hour for a traditional carrier. On an average, LCC's utilization per aircraft is 12 block hours per day; a traditional aircraft on an average does about 8 block hours per day.

In contrast to traditional airlines, the underlying business for a LCC is to get a person from point A to point B and everything else is considered to be luxury item, which can be acquired for a small fee like on extra carry-on and checked luggage, food & beverages, internet access etc. Unlike traditional airlines, LCCs provide unassigned seating configuration, ticket less boarding, no refunds and no loyalty programs; such activities further reduce the overhead costs associated with traveling.

LCCs mostly serve secondary airports wherever possible and those airports are not necessarily to be the busiest and well-connected. Operating from the so called secondary airports is cheaper than the primary airports and they are also a lot less congested and the turnaround time for aircraft is a lot shorter. The benefits on saving of airport-related charges such as aircraft handling, landing, and parking fees etc. are transferred to the customers in the form of discounted fares on operating flights to and from the secondary airports. About point to point network, LCC shuns the hub-and-spoke system and embraces the simple point-to-point network. Almost all the LCCs' flights are short-haul (3-hour flight or less) with relatively high number of frequencies between the two cities. The point-to-point network enables them to generate significant savings due to less complex baggage handling system and also eliminates the complexity and high cost associated with handling of transit passengers. LCC sales distribution system concerned, the costs of distribution are something that traditional carriers most often ignore and they mostly rely on travel agents and their own sales offices. LCCs keep their distribution channel as simple as possible and they rely on the internet and call centers (their own or outsourced) for the bulk of their sales; this means that the airlines do not pay any commission to the travel agents, which would otherwise have been reflected in high-fares. LCCs offer flexible pricing to their customers and offer discounts on early bookings and in this way they are able to successfully implement high yield based revenue-management-system. The typical LCC's organogram depicts an organizational structure which is mostly lean, simple, less bureaucratic and without many layers of management.

Unlike traditional carriers, LCCs prefer to outsource most of their support functions to the best service providers in order for them to concentrate and specialize on their core business activities. As a result, they have leaner organization structure with highly productive, motivated, and multi-tasked people working for the organization.

## Recommendation of Functioning of ERP in LCC Business Divisions

The architecture of ERP in LCC model is based on the process oriented structure that facilitates all the organizational functions. In this architecture, organizations and departments can be structured in various different ways to reflect the organizational objectives. The organizational structure defines how the firm will operate and perform. The process oriented ERP structure helps in transforming LCC business into a process-centric organization. The following division-wise study of the operation and functioning of ERP in LCC business is based on the analysis of Oracle systems. Oracle Corporation is a multinational computer technology corporation that specializes in developing and marketing IT, enterprise and database management systems. The company also builds tools for ERP, Customer Relationship Management (CRM) and Supply Chain Management (SCM) software, etc.



### **Accounts and Financial Management**

Effective accounting and financial management are essential for successful operation of low cost carriers as the whole concept of LCC is based on efficient cost savings. Centralized financial solution provided in ERP is an unprecedented, centralized architecture that standardizes accounting, inter-company processing and transactional taxes across the entire organization (Oracle 2012). Oracle Subledger Accounting is a powerful rules-based accounting solution that provides consistent accounting treatment to transactions created across Oracle EBusiness Suite applications. It encompasses a powerful global accounting solution, a robust inter-company solution, and a global tax solution – all built to work together on the E-Business Suite’s unified information architecture. It enables compliance with multiple legislative, industry or geographic requirements concurrently for a single entity. As a common data model and repository for all subsystem accounting activities, Oracle Subledger Accounting increases transparency and enables full audit abilities of transactions and accounting information. A universal posting engine streamlines the close process, so that all sub-ledger modules can transfer data to the general ledger using a standard, auditable, and reviewable process. Payables and receivables invoices between inter-company trading partners are created accordingly where local statutory compliance requires physical invoices. Inter-company accounting is automatically generated centrally to ensure inter-company transactions are never out-of-balance. Oracle E-Business Tax centralizes the setup and maintenance of tax rules to ensure consistency in rule application and to eliminate redundant setup across legal entities. Configurable business rules enable the implementation of enterprise-wide tax content. The entire application means that the company can comply with local regulations and sophisticated tax regimes without the need for workarounds or customizations. Since Oracle Financials Centralized Solution Set provides a common data model and repository for subsystem accounting, intercompany processing, and taxation, it affords greater visibility into information across the entire e-Business Suite. It provides reports and inquiries to analyze accounting data across sub-ledger applications and dramatically improves sub-ledger to general ledger reconciliation. It also enables managers to monitor intercompany activities throughout the enterprises and proactively resolves disputes.

### **Ground Handling and Operations Management**

The core activities associated with LCCs are the operation of aircraft for the purpose of transporting passengers and cargo and as a general rule; LCCs outsource most of their ground handling operations and services to the best service providers (Doganis 2010). Examples of these ground services include air

traffic control, passenger screening for security purposes, baggage\cargo handling, fueling, catering, cleaning, waste management, and mechanical maintenance services. In cold weather stations, ground services may also include de-icing and anti-icing of aircraft, taxiway, and runway surfaces. LCCs typically require ground personnel to manage passenger and baggage check-in activities. They are few specialized applications that aid the ground handling activities and are linked to the airlines' ERP system through system-collaborators. Applications provided by SITA which are used by numerous airlines throughout the world are in compliance with government security mandates. SITA is a leader in delivering industry standards and it was the first organization to be certified for departure control system (DCS). The following are the advantageous features of the DCS:

- a. Automated Check-in:** The system provides IATA standard 2D barcode that enables fast and easy reading via multiple channels off/on airport check-in and departure areas. It also enables convenient printing of boarding passes, thus, reducing ticket printing cost. Efficient Kiosk applications for sales and passenger processing using dedicated hardware have made passenger travel simpler and hassle free. These kiosks have multi-lingual capabilities and graphic seat selection/ change for customer ease. Such kiosks have increased passenger processing efficiency, reduced waiting time and lowered operational cost. Other self service check-in such as web check-in is also very proficient and the passengers can now simply check-in in the comfort of their homes; there is no transaction time and the boarding pass is also very secured (bar-coded).
- b. Accurate Weight and Balance:** Accurate weight and balance allocation is essential for reducing fuel cost and in order to have a safe flight. Specialized applications help reduce fuel cost through more efficient flight operation by ensuring smooth and efficient weight and balance processing and also enables flexible "what if" planning.
- c. Automated Modification:** Automated re-price and re-issue helps passengers take the modification process in their own-hands, thus, eliminating customer service cost. With the use of this application, customers can now re-issue tickets on their own.
- d. Automated Fee Collection:** With this system the airlines can now easily sell supplementary products/services due to automated fee collection systems. Electronic fee collection facilitates airlines in generating extra revenue and caters to the passengers' needs and desires.

## **Human Resource Management**

The most important ingredient in any business enterprise is the organization of its man-power resources. Labor represents the largest single cost that an airline controls directly and most of the LCCs employ a blend of skilled, semi-skilled and unskilled labor for their productive business functions. While some HR functions within an airline must be managed locally, the fact that staff operate in widely dispersed locations, integrated HR systems can provide a global view and control of many functions. It allows airlines to adopt structured approaches to attracting, retaining, developing and using the critical skills and knowledge needed to improve the capability of their businesses to meet new challenges. Centralization of core HR functions and a strategy to empower staff through ERP based self-service system can work together to provide significant cost savings and economies-of-scale (Oracle 2012). The Oracle based HR system (Oracle HR) provides a foundation of workforce information leveraged across the E-business Suite, to support processes such as professional services automation, sales incentive management, asset allocation, financial management, and approvals. Oracle Human Resources includes local extensions for more than 30 countries containing regulatory and cultural functionality for each country. The Oracle HR has the following critical features that help the LCCs managing their diverse human resources in dispersed locations:

- a Align workforce to Corporate Objectives:** Oracle HR enables LCCs to align their workforce to business objectives and assists them to systematically grow and reward talent as strategic resources. Oracle provides this via collaborative and internet-enabled capabilities. The system helps in setting up of organizational structure by implementing job positions, grades and steps to create and manage evolving business structures through job pathing and structured learning. This helps in managing flexible working arrangements using permanent, short-contract and contingent workers to staff new projects quickly and at the appropriate level of cost and skill. The system use automation to match suitability and identify required skills and qualifications and help fit and deploy people to jobs or projects. The system also helps in measuring and monitoring performance to personal goals and corporate objectives. Through proper measuring and monitoring of employees' performances, it helps in motivating the workforce and influence performance through targeted total compensation, including adjustments to performance-based pays, bonuses, and other non-cash benefits.
- b. Increasing Workforce Productivity:** Oracle HR allows airlines to automate all aspects of workforce management to achieve drastic productivity gains and cost savings throughout their workforce, while ensuring security of confidential data and information. It enables companies to automate their basic policy rules,

ranging from eligibility for compensation to rules about placing people into funded positions and security access. The HR system is seamlessly integrated with the rest of the E-Business Suites, including financials for payroll and projects for project-based staffing and deployment. It ensures timely transactions with no errors and eliminates many unnecessary process steps.

**c. Use Total Compensation to Attract and Retain People:** Oracle HR delivers a highly flexible, configurable approach to designing compensation and benefits programs to meet any degree of complexity. The system helps in setting up of a criteria-based pay system and assists in creating and managing leave plans for different employee-categories that are finely tuned to the needs of the organization. Oracle HR offers a complete framework for developing the skills and knowledge of the workforce, and a systematic method for assessing and rewarding their use in meeting business objectives. As a result, the airlines can now supervise, analyze and perform transactions and approvals on a workforce disperse across the world within a global security environment. The system also helps in conducting competency gap-analysis for recruiting, employee development and planning of learning for the employees.

**d. Control Workforce Costs and Overheads:** The oracle HR helps in budgeting different components of the cost of each post and track expenditure against committed activities. The automated approach in the system helps in controlling spending means to require approvals prior to the creation of new posts. It also controls the hiring of new people to existing posts outside budget limits according to the airlines' policies. On a global basis, it helps airlines monitor utilization, absence headcounts and other HR related costs and overheads.

### **Maintenance and Support**

The scale of an airline's maintenance, repair, and overhaul (MRO) operations requires significant planning around moving assets, inventory, machine shops, and manpower, often on a round-the-clock schedule. The level of back-and-forth communication that needs to take place up and down the ladder is enormous at the best of times. The airlines' business environments are in increasing pressure to link information systems with in cross-company businesses in order to develop efficiency in their MRO functions. In particular, LCCs tend to minimize aircraft-types in their fleet to maximize efficiencies in their purchasing-power, maintenance and crew utilization. Newer aircraft now are not only fuel-efficient but they have lower fixed schedule component and a greater diagnosed or measured performance element. The first step in generating computer-base system for airline MRO facilities is mapping the entire MRO supply-chain. This

activity requires close integration between providers and consumers of goods and services and a high level of e-commerce capability. The e-commerce exchange concentrates on the relationship between repair vendors and customers i.e. the transactions from airline operator to the airline base station and from the airline base station to the MRO provider. The main difference between the supplier and vendor functionality in the MRO exchange is that the airline controls the business rules whilst the vendor controls the generation of work orders within the ERP system. In addition to purchasing transaction, there is also a need to manage technical records between organizations as called for by the airlines, aircraft manufacturers and regulatory authorities. Due to such complexities associated with the nature of MRO related transactions, there is thus ample scope for further work to model and prototype systems for the automation of commercial transactions between the various members of the whole MRO supply-chain (MacDonnel and Clegg 2007). The third step (Inventory optimization) is more specific and detailed applying a mathematical solution to a well defined and large scale resource planning problem. The objective of inventory planning function is to achieve large reductions and optimization in airlines' required inventory levels i.e. the most valuable parts should run-out first, giving the greatest savings and causing the smallest number of items to fall short; thus, making easier for airlines to maintain optimum levels of inventory.

The ERP system and automation of the process is helpful in standardizing procedures and reducing errors and uncertainties in their inter-organizational transactions. Besides many challenges depending on the nature and diversity in organizational culture of different airlines, the benefits of MRO automation are clearly evident and have become pre-amble for the present major global carriers' MRO related functions and activities. Now, the aircraft manufactures such as Boeing are able to give comprehensive e-commerce based Aircraft Health Management (AHM) solutions to their airline-customers and modern aircraft are fitted with automated AHM kits that keep track and record of all aircraft service and parts related activities. AHM collects data in real time from the flying fleet and makes it available to ground operations. Teams across the MRO operations access and process information with Boeing hosted tools and this program is linked directly and simultaneously with airlines' ERP systems or main E-business suite.

### **Procurement and Inventory Management**

Proper procurement and inventory management is essential to maintain lower costs associated with buying and stocking activities. Sourcing applications are the enterprise applications that improve the effectiveness and efficiency of strategic sourcing. Online collaboration and negotiation makes it easy for



participants from multiple organizations to exchange information, conduct bid and auction processes, and create and implement agreements. The application also dramatically reduces sourcing cycle time and creates a complete audit trail of suppliers' procurement professionals can use templates and flexible document styles to quickly create sourcing events. Sourcing events may also be created by directly consolidating demand from Oracle Purchasing. Buyers can even use one-click renegotiation to instantly clone expiring agreements into new sourcing events. Oracle Sourcing slashes the manual effort required to execute each sourcing event more quickly. Oracle Sourcing consolidates requirements, amendments, and responses in one central location, so suppliers can bid more quickly. Online tools alert buyers to events that need additional supplier actions. Online competition saves time by motivating suppliers to improve terms without time-consuming back and forth negotiation. Online collaboration makes it easy for technical, business, and commercial terms experts to lend their expertise to the sourcing process. Oracle Sourcing automates combining different scores from team members and brings additional transparency to the team scoring process. This ensures both better sourcing processes and broader buy-in to award decisions. Oracle Procurement & Spend Analytics provides hundreds of powerful metrics, alerts, and reports, delivered through intelligence dashboards, or mobile devices, that provide near real-time insight into the entire procurement operation, enabling users across all roles to make better decisions and take appropriate actions. Procurement professionals can monitor specific metrics and reports, enabling them to compare the performance of a particular supplier to that of others or performance benchmarks, aggregate disparate orders to a few strategic suppliers, and reign in rogue spending across multiple systems.

### **Revenue and Sales Management**

Maximizing yield remains a touchstone and increasingly complex issue for the LCCs. Typically airlines do not have the ready analysis to know which customers are the most profitable since their frequent-flyer programs do not provide maximum pay-back or contribute fully to the yield strategy (Oracle 2012). Advanced pricing applications consistently execute complex pricing for maximum profit and these applications are components of the customer relationship management (CRM) solutions, the integrated suites that drive profitable customer and supplier interactions. CRM is the management philosophy according to which a company's goals can be achieved through identification and satisfaction of the customers needs. Successful and seamless integration of CRM requires proper incorporation of people, process and technology (Goldenberg 2002).



The Oracle Advanced Pricing helps in solving and implementing even the most complex and volatile pricing strategies. It enables companies to quickly define and implement sophisticated pricing strategies to meet changing business requirements. The application provides a simple process for creating pricing strategies and defining and categorizing pricing rules. It allows airlines to easily add controls such as timeframes, quantities, or security. The system supports global as well as country-specific pricing. Price list currency conversion translates prices from a base currency using flexible criteria that can be set differently for each target currency. Advanced pricing also supports global discounts that can be made available regardless of the currency being used. With Oracle Advanced Pricing's promotional limit functionality, airlines can cut off promotional spending exactly when it reaches predetermined limits. Oracle Advanced Pricing's graphical user interface enables business people to enter prices, create formulas, and configure discounts and promotions. Airlines can also monitor promotional limits, view transaction details, and track available balances. The system helps airlines to react quickly to competition, promotions, and changing business conditions.

## **Evaluation**

### **Evaluation of the Adequate Aircraft Model in Pakistan**

The flight durations on domestic and regional routes from and within Pakistan are mostly within a range of 1.5 -3.0 hours. We have selected five types of aircraft for our evaluation i.e. the Narrow-Body Boeing 737 NGs and Airbus A320 family aircraft, the Regional-Jet Embraer E190 aircraft and the two Turboprops ATR 72 and Bombardier Q400.

***The Airbus A320 Program:*** The A320 is a narrow-body twin-engine aircraft that revolutionized the short and medium-range aircraft markets. The aircraft has a maximum capacity of 180 passengers with a range up to 3,050 nautical miles. The first delivery of the aircraft was made in 1988 and since then the A320 family has become the bestselling Airbus jetliners. The A320 was the first aircraft with the fly-by-wire flight control system. The stretched version known as A321 can carry up to 220 passengers in a single class lay-out and the shorter-fuselage versions A319 and A318 can carry up to 156 and 132 passengers respectively. The A320 family is available with an option of two engine types i.e. CFM56 and V2500 (Airbus.com, 2014).

***The Boeing 737(Next-Generation) Program:*** The Boeing 737-700 program was launched on June 19, 1993. The B737-700 is altogether a new narrow-body aircraft that not only shares the same series name but also having similar shape

of the earlier B737-Classics. The B737 NGs were designed with improved aerodynamics and engine performance to compete economically at par with the A320 jetliners. The NG's are fitted with two CFM56-7 engines those are 7% more fuel-efficient than the CFM56-3 engines fitted on the B737 Classics. The aircraft's faster cruise and lower take-off and approach speed helps in less fuel burn. The flight deck with LCD displays, strengthened fuselage and improvements in flight controls, wings, and landing gear systems are some of the distinct features of the B737 NGs. The B737-800 is a stretched version of B737-700 that superseded the B737-400 and is in direct competition with A320. The -800 entered service in 1998 with the launch customer Hapag-Lloyd (now TUIfly) having a maximum capacity up to 189 passengers in a single-class layout (Boeing.com, 2014).

***The Embraer E-Jets:*** The new wave of narrow-body jets introduced by the Brazilian aerospace conglomerate Embraer S.A. has stimulated and enhanced growth in the regional markets worldwide. The Embraer E-Jet family is a series of narrow-body medium-range twin-engine jetliners composed of two main families i.e. the E170s and the E190s. The E-Jet program have been a commercial success and well accepted amongst both mainline and regional airlines worldwide. The E170 and E175 make up the base model and E190 and E195 are the stretched variants with different engines and aerodynamic systems. The E-Jets were first launched in 1999 in Paris Air Show and entered production in 2002. The first E-170 was delivered in March 2004 to LOT Polish Airlines and the first commercial flight took place on March 17, 2004, from Warsaw to Vienna. The E-170/E-175 models have the capacity up to 80 passengers and a range up to 2,100 nautical miles. The E-190/195 models have a maximum capacity up to 114/122 passengers with a maximum range up to 2,300 nautical miles. The first flight of the E-190 took place on March 12, 2004 and the first delivery was made to the launch-customer New York based low cost carrier JetBlue. The two families share nearly 89% commonality, with identical fuselage cross-sections and avionics. In November 2011, Embraer announced E2-jet program with improved engines and with a new aluminum or carbon fiber based wings design. The first delivery of the E2 jet is expected in 2018.

***The ATR 42 and 72 Turbo-propellers:*** The ATR is a French-Italian manufacturer based in Toulouse, France. The company currently produces two families of twin-turboprop, short-haul regional aircraft; the ATR 42-600 and the ATR 72-600. ATR launched the new -600 series on October 02, 2007 and the first aircraft commenced the maiden flight on March 4, 2010. The new ATR 42-600 and ATR 72-600 features technological enhancements to the previous -500 series

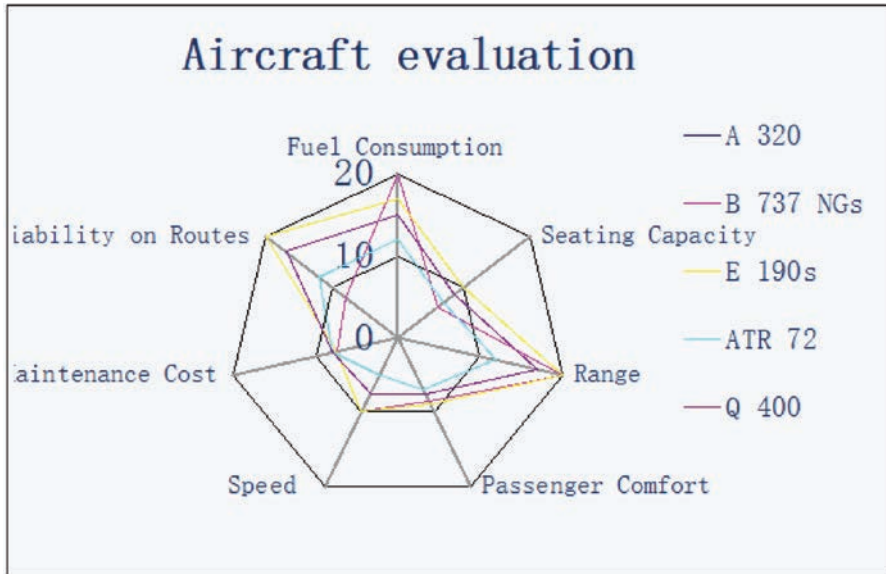
in terms of efficiency, dispatch reliability, low fuel burn and operating cost. The aircraft is fitted with new PW127M engines, Glass Cockpit, and new avionics with CAT III capabilities. The ATR 42 has the maximum capacity up to 42 passengers with a range up to 842 nautical miles at a maximum cruising speed up to 210 knots. The stretched version ATR 72-600 has the maximum capacity of 72 passengers with range up to 891 nautical miles at a maximum cruising speed up to 275 knots. (Atraircraft.com, 2014)

**The Bombardier Q400:** The Canadian based Bombardier Inc. currently produces twin-engined, medium range turboprop airliners the Q400. The aircraft has a maximum seating capacity up to 78 passengers with a range up to 1,567 nautical miles at a typical cruise speed up to 360 knots. The aircraft has a definite lead in terms of both range and speed that makes the aircraft in advantageous position in competing against similar size jetliners. In November 2007, Bombardier has announced development of a 90-seat stretch version of the Q400 called the **Q400X** project, targeting launch in 2019.

The evaluation of five aircraft for LCC operation in Pakistan is based on the following seven Factors:

1. Fuel Consumption
2. Seating Capacity
3. Range
4. Passenger Comfort
5. Speed
6. Maintenance Cost
7. Viability on Routes

Unified Aircraft Evaluation						
	%age	A 320	B 737 NGs	E 190s	ATR 72	Q 400
Fuel Consumption	20	20	20	17	12	15
Seating Capacity	10	6	6	10	7	8.5
Range	20	20	20	20	12	17
Passenger Comfort	10	8.5	8.5	9	7	7.5
Speed	10	10	10	10	5	7.5
Maintenance Cost	10	7.5	7.5	7.5	8	8
Viability on Routes	20	8	8	20	12	17
	100	80	80	93.5	63	80.5



The above chart shows the highest marks achieved in terms of all factors is by E190 aircraft i.e. 93.5 marks. The result was influenced by the airline's routes, geographical situation and demand of passengers and number of flights available on those routes.

### Evaluation of ERP

The Enterprise Resource Planning (ERP) is business management software typically a suite of integrated applications that a company can use to collect, store, manage and interpret data from many business activities, including:

- a) Product planning, cost, b) Manufacturing or service delivery, c) Marketing and sales, d) Inventory management, e) Shipping and payment.

ERP provides an integrated view of core business processes, often in real-time, using common databases maintained by a database management system. ERP systems track business resources cash, raw materials, production capacity and the status of business commitments: orders, purchase orders, and payroll. The applications that make up the system share data across the various departments (manufacturing, purchasing, sales, accounting, etc.) that provide the data. ERP facilitates information flow between all business functions, and manages connections to outside stakeholders. ERP helps in achieving improvements in operational efficiency and cost reduction, thus, enabling an overall improvement in operating performance. For the Evaluation of ERP for the LCC model in Pakistan, the following airlines' functions are considered which were shown in chapter 3.

- 1) Accounts and Financial Management
- 2) Inventory Management

- 3) Ground Handling and Operations Management
- 4) Human Resource Management
- 5) Maintenance and Support
- 6) Procurement and Inventory Management
- 7) Revenue and Sales Management

From 3) to 7) above are the particular items specific for aviation management. The list shows original ERP and modified ERP for aviation in Pakistan.

The Traditional Management styles without an ERP system lack efficiencies and effectiveness due to lack of information flow that has become vital in today's high pace business environment. We have compared four models i.e. Traditional Management, Standard ERP, ERP plus Traditional Management and our proposal of ERP for LCC aviation model in Pakistan.

The Function Evaluation of ERP for LCC Aviation Model						
Category		Weight value	Traditionaal management	Standard ERP	Standard ERP+ Traditional management	Proposed Aviation ERP for LCC
Accounts and Financial Management		15				
	Order Entry		1	3	3	3
	Online Price Setting		1	3	3	3
	Inventory Check		1	3	3	3
	Customer Credit Evaluation		1	3	3	3
	Invoice Making		1	3	3	3
Inventory Management		12				
	Availability of Flights		1	3	3	3
	Availability of Seats		1	3	3	3
	Booking Status		1	3	3	3
	Report		1	3	3	3
Ground Handling and Operations Management		12				
	Check-in		1		1	3
	Accurate Weight and Balance		1		1	3
	Automated Modification		1		1	3
	Automated Fee Collection		1		1	3
Human Resource Management		12				
	Align workforce to Corporate Objectives		1	1	3	
	Increasing Workforce Productivity		1	1	3	
	Use Total Compensation to Attract and Retain People		1	1	3	
	Control Workforce Costs and Overheads		1	1	3	
Maintenance and Support		25				
	Moving Assets		2		2	5
	Inventory of Parts		3		3	5
	Machine Shops		3		3	5
	Manpower of Maintenance		2		2	5
	Round-the-Clock Schedule		2		2	5

Procurement and Inventory Management		12				
	Online Collaboration and Negotiation		1		1	4
	Conduct Bid and Auction Processes		1		1	4
	Online Collaboration		1		1	4
Revenue and Sales Management		12				
	Frequent-Flyer Programs		2		2	4
	Advanced Pricing Applications		2		2	4
	Advanced Pricing		2		2	4
	Total	100	38	27	56	100

The result of values of function shows total score of Traditional Management is 38, Standard ERP is 27, and ERP plus Traditional Management is 56. Our proposed Aviation ERP for LCC model in Pakistan scored full marks. The reason for high marks comes from unified aircraft operation which brings simple unified aircraft maintenance, lean organizational structure, less inventory stock operation, simple organizational procedures, reduced operation tasks and low cost of operations.

## Conclusion

This paper proposes ERP for LCC aviation management in Pakistan. To begin with, we discussed the fundamentals of LCC Business Model and elaborated on EPR applications in aviation management. To manage cost effective domestic and regional aviation operation in Pakistan, the right selection of aircraft is significantly important. We proposed uniform aircraft fleet for the effective and viable domestic and regional operation in Pakistan. We selected uniform fleet of E190 family aircraft by our valuation on chapter 4.1. Later, we selected items for ERP operation specific for LCC operation in Pakistan. There are four business models which we compared i.e. Traditional Management without an ERP systems installed, Standard ERP systems, Standard ERP plus Traditional Management, and Proposed ERP for LCC operation in Pakistan. The result of evaluation for LCC aviation shows our proposed ERP scored highest marks compared to other models. The reason for highest marks comes from unified aircraft operation which brings simple unified aircraft maintenance, lean organizational structure, less inventory stock operation, simple organizational procedures, reduce operation tasks and low cost of operations. We envisage that sooner or later Pakistan's aviation industry will experience efficient LCC based airline models running domestic and regional operations within and from the country. The aviation business is highly volatile business that requires highest management skills and sophistication in organizational operations. Our future research will be based on the collection of operator and staff knowledge based database to maximize cost effective, high quality operation of aviation management.

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## **Linking Wastewater Use and Social Welfare: The Case of Larkana, Sindh, Pakistan**

**Habibullah Magsi\*, Inayatullah Magsi\*\*  
and Naimatullah Leghari\*\*\***

*This descriptive research is focusing on alternate use of irrigation water (wastewater) and its socioeconomic impacts in Larkana periphery. The results envisaged that due to availability of wastewater, not only agricultural productivity has increased but agricultural land prices have also increased from Rs. 0.5-2.5 million per acre. Even through wastewater storage practices were inconsistent with scientific/technological scales, but it is recorded that due to wastewater use 90 percent households' monthly income has increased in the study area. About 75 percent respondents opined that employment opportunities have also been generated at local level, which is positive towards human welfare. Contrary, some negative impacts (more pesticide use, skin diseases, bad odour, soil salinity) were also highlighted by the respondents. The results also show that the institutions like district agriculture extension and Sindh irrigation and drainage authority (SIDA) are not in cooperation with local farmers, even they complained.*

*Key words: Agriculture, Larkana, Socioeconomics, Wastewater.*

### **Introduction**

The urban fringes and civic unions are expanding rapidly due to the population growth in the country, which is accounted about 1.9 percent annually (GOP, 2015). Moreover, invasion of rural migrants who are rushing towards urban areas in search of livelihood, education and other amenities, causing swift booms in the cities (Alimuddin *et al.* 2001), thus the situation has spring up the demand for basic amenities. This increasing demand encouraged the this contemporary world encouraged to recycle the waste material including wastewater to generate income for human dignity (Memon *et al.* 2015; Hussain *et al.* 2002; Abrams, 1964).

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In fact, in Pakistan almost every town has a sewerage system, where wastewater can directly be used for agriculture purposes. Thus IWMI has made a nationwide survey of wastewater use in Pakistan and the results indicated that 32500 hectares were directly irrigated with wastewater. They further concluded that vegetables are most commonly irrigated crops, because they fetch high prices in the nearby urban markets. Unfortunately no clear regulations exist on crops that are being irrigated with wastewater (Ensink *et al*, 2004).

In Larkana district of Sindh Pakistan, overall about 84 percent population uses improved sanitation facilities and about 95 percent population in Baharpur constituency in Larkana (the catchments' area of wastewater) uses improved sanitation facilities with 59.9 percent using flush toilets connected to sewerage systems, septic tanks or pit latrines (GOS, 2014). In Larkana, normally the feasible and appropriate irrigation source is canal water, but which is available for Kharif (May to October) only, because the region is declared as rice crop belt only (Franks, 1986). Despite of rice canal flow still some farmers do not receive their proper share breaches of canal water at different reaches or illegal use of the outlets etc. Alternatively those farmers think of the second choice to them to go for reuse of wastewater. Therefore, among them whose land is situated near wastewater sources like pumping stations and wastewater channels etc. they seek for wastewater to irrigate their lands. They opined that wastewater use for irrigation not only augment their crop productivity, but also increase their land value, their revenue and local employment.

In fact previous empirical research have provided contradictory and inconclusive evidence on the different aspects of reusing wastewater and its socio-economic impacts on society (Anwar *et al*, 2010; Ensink, *et al*, 2003; Feestra *et al*, 2002). Therefore, a study was conducted to assess the impact of wastewater reuse on the environment and user's life. The main objective of the study was to investigate the economic, social, and cultural, impacts of wastewater reuse in surroundings of Larkana city. Thus the universe of the research study in hand is located in Baharpur (Larkana territory).

## **Materials and Methods**

The pumping station of wastewater situated at Baharpur Muhallah (east of the Larkana city) was selected as main source of wastewater for this study. Afterwards many transect walks in the catchments area (village Sher Muhammad Jamali and village Gulab Bhutto the major user of wastewater) were carried out, which are located within the radius of 1 Km. In addition four focus group discussions (FGD) with key informants were arranged (2 at each village). Almost the same technique

was used in few other studies conducted in Pakistan recently (Anwar, *et al*, 2010; Nousheen, 2009). According to the list provided by revenue department (Mukhtiarkar) that 80 farmers were using wastewater since last 15 years.

For this study a sample of 40 farmers (20 from each village) was selected by purposively simple random sampling technique. The data from the selected respondents were collected through FGD organised at their respected villages during January to February, 2015. Moreover, secondary data was also gathered from news articles, public departments (revenue, agriculture extension and irrigation) and private offices (NGOs).

## Results and Discussion

After evaluation of gathered information from the study area, the obtained results were mainly comprised on households' social, economic and environmental characteristics. Furthermore, the results are categorised as bellow:

### *Descriptive statistics of respondents*

The average household size in the study area was investigated about 7 persons per family including parents and children; the observed statistics is almost similar to national one, i.e. 6.9 persons per family (GOP, 2015). Furthermore the results show that average age of respondents was 31 years, which indicates majority of them were professionally experienced. Moreover, majority of the respondents were literate and used to live in pacca houses (see table 1).

**Table 1.** Households' descriptive statistics

Description	Statistics
Family size: number	7
Age: years	31
Age: bellow 16 years	13
Age: above 16 years	17
Education up to 12 years): percent	52
Pacca houses: percent	83
Semi-pacca houses: percent	17
Land holding per family: acre	2.67

### *Wastewater storage-flow architecture*

During survey it was observed that the farmers used to store urban effluents in both tank and open area before irrigating their farms (see figure 1). The storage structure was neither scientifically constructed nor systematically modelled, because of unawareness and lake of farm mechanized technologies. When the

asked that why they do not go for modern irrigation technologies, their response was that they are just fulfilling their demand for water, because of irrigation water supply shortage in rural Larkana.

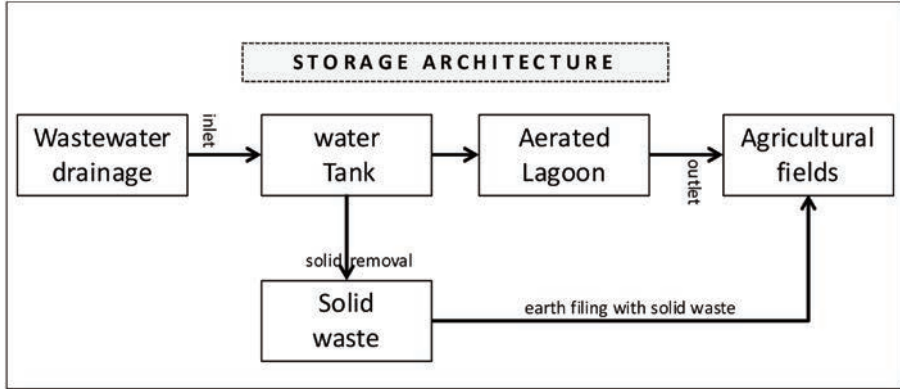


Figure 1. Wastewater storage structure in the study area

As we observed that the wastewater storage architecture had two functions, i.e., to store water and to accumulate solid waste; further the solid waste was being used for earth filling. According to the respondents, the waste is serving as fertilizer to their fields. As Asano and Pettygrove (1987) in their research indicated that the effluent waste contain nutrient which provide fertilizer values to the crop.

### ***Economic impacts of wastewater use***

While focus group discussions with the respondents, our main aim was to collect the economic impacts of use of wastewater for irrigation. Therefore, after data analyses it was observed that the waster had threefold role to contribute in economics of the respondents and the territory, which are summarised and discussed in the following sub-sections.

***Augmentation of physical and revenue productivity:*** Study area is located at the peripheries of the Larkana city, where the farmers preferred to grow vegetables and fodder, along with date palm trees. The vegetables were supplied to urban population while fodder was mainly supplied to the Larkana cattle farm for animals (buffaloes, cows, horses, donkeys, etc). During the discussions with respondents a Likert type psychometric scale was developed and asked the statements (see table 2) regarding the impacts of wastewater used as main source of irrigation. Results shown that more than 90 percent of farmers had increased physical productivity from their lands due to wastewater application. In fact Anwar *et al.* (2010) have also obtained the similar results, where they were in

opinion that wastewater is highly nutritious for agricultural crops, which is best alternative if there is shortage of canal irrigation water (Saied *et al.* 2012). Income is considered one of the major factor for life sustainability in rural economy, where people mostly depends on their farm lands (Magsi *et al.*, 2015; Mirani *et al.*, 2014). In our case study results show that about 90 percent of the respondents have agreed that their income has increased, while 10 percent have replied that their monthly income did not change, may be they were not progressive farmers.

In general it indicates that the reuse of wastewater for irrigation has positive impact to enhance household’s living standards. This can alleviate the poverty and bring the prosperity in this locality. According to the respondents due to introduction of wastewater irrigation in Baharpur area, lot of lands brought under cultivation and of course more employment opportunities have been generated. They also indicated that their youngsters were used to work in Larkana city with low wages, but now they are working at their own fields and they used to earn more than two times of their earlier wages. During field surveys we have observed that some of the farmers working with their families in the fields, where normally they were engaged on land preparation, weeding, irrigation, harvesting, selling to venders (*thele wala*) and directly to consumers. Younas (2004) has concluded in his study that alternative sources of irrigation like wastewater are essential to generate employment and reduce poverty in rural areas.

**Table 2.** Impact assessment through psychometric scale and ranking

Description	Frequency	Percentage	Ranking
Increase in vegetables production	37	92.5	1
Increase in fodder	37	92.5	1
Increase in monthly income	36	90.0	2
Increased employment on farms	30	75.0	3
Increase in dates production	28	70.0	4

**Changes in rent and price of agriculture land:** According to the respondents that land of Baharpur is fertile but due to lack of canal irrigation its price for agriculture use was declining day by day, since when they have started using wastewater and cultivating the vegetables (in particular) the price and the rent has increased about four times. Therefore, this practice has induced many owner farmers to give their land on rent to landless contractors. Majority of the farmers replied that rent of agriculture land has increased from Rs. 10000 - 40000/acre

due to availability of irrigation (wastewater). This indicates that availability of wastewater has positive impact on increasing rent of agriculture lands. This is contributing positively in households' income.

According to information availed from secondary sources that average land value of agriculture land in the study area was Rs. 500000/acre before using wastewater for irrigation. During survey for this research the farmers have informed us that at current the land price is around Rs. 2500000/acre, but no farmer/owner is interested to sell out his/her land. The increase in price of agriculture land is due alternate source of irrigation (Anwar *et al*, 2010; Hussain *et al*, 2002).

### ***Negative impacts of wastewater***

In order to have their opinions on negative impacts of the wastewater use, we have asked some questions (see table 3). Respondents were in pinion that they are facing insect pest attack and salinity problems, in this regard they already complained district agriculture extension office, but there is no response yet. Moreover, 4 farmers (3 in village Gulab Bhutto and 1 in Village Sher Muhammad Jamali) have pointed out that they due to this wastewater they felt in skin diseases, which is one of negative factor this source of irrigation. Although this is faced by only 10 percent of the respondents in our study area, but it was also highlighted by Feenstra (2002) in the southern Punjab province of the country. Moreover, it was also observed that the farmers lack the scientific guidelines to store and use the wastewater, because the farmers were storing water in an open area rather a well structured infrastructure, which was creating bad odour and woes to local population (Shaikh, 2012).

**Table 3.** Negative impacts of wastewater

<b>Description</b>	<b>Frequency</b>	<b>Percentage</b>	<b>Ranking</b>
Increased pesticide use	7	17.5	1
Increased bad odour in the peripheries	5	12.5	2
Increased skin diseases	4	10.0	3
Increased salinity	2	05.0	4

### **Conclusion and recommendations**

On one hand increasing demand is posing challenges for sustainability of basic amenities like agriculture/food etc., on the other hand encouraging to recycle the waste material including wastewater to generate income for human

welfare. In Larkana district (Baharpur territory) rice canal failed to irrigate its command area, thus it has induced local farmers to collect and reuse the available wastewater and irrigate their lands. In this regard surveys have been conducted to know ground realities. Thus we found that majority of the respondents were small farmers, with increased physical and revenue productivity due to wastewater use. Results also reveals that the land value (rent and price) has increase more than four times. Moreover, it has also increased employment opportunities on the farms. Contrary, the negative impact were also highlighted by the farmers, for example: more pesticide use, salinity, skin diseases and bad odour.

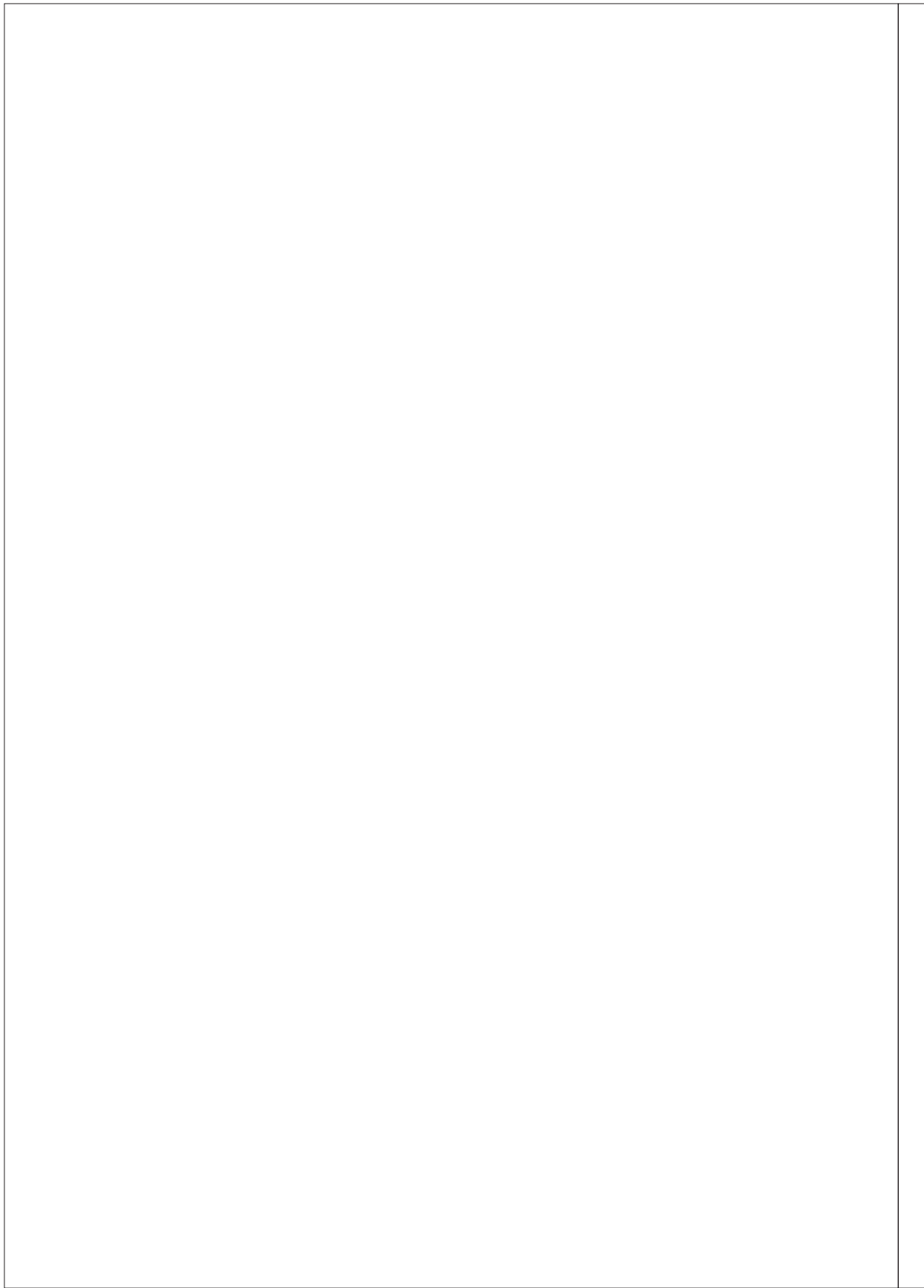
In order to boost agriculture in Baharpur (Larkana), it is recommended that regular visits of agriculture extension officer must be ensured by the district agriculture extension officer. Wastewater might be containing some organisms/ pathogens which are causing skin diseases to the farmers, which may further be dangerous to the farmers' lives. Thus authorities must take research and suggest some preventive measures. During visits it was observed that neither waste water storage tank was scientifically structured nor the water courses were cemented, it is therefore recommended that Sindh irrigation and drainage authority (SIDA) may carry out the project to save water and increase the total water command area and help in agriculture sustainability in the region.

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## **Development of Social Work as a Discipline in Pakistan: An Evaluation**

**Sakina Riaz\***

*In this paper, the author is tries to discusses the evolution of social work education in Pakistan. Social Work is a professional subject based upon systematic body of evidence – based knowledge derived from research and practice evaluation. The aim of this research paper is to examine the history, development and importance of Social Work education in Pakistan. This study is an exploratory research. Based on documentary analysis and the researchers' experiential knowledge; this study addressed the issues and challenges' which are affecting the growth of Social Work education as a discipline in Pakistan. The paper is divided into three sections. The first section provides a conceptual and contextual overview of social work education. The second section discusses the major issues and problems facing this discipline. In the concluding section, suggestions have given to determine the scope of social work education in Pakistan. An attempt has been made for in-depth analysis of the various aspects of existing practices; identify the problems and prospects of Social Work with especial reference to Pakistan. In this paper, the author's tries to initiate a discussion on indigenous social work perspectives along with challenges for social work education in the context of the current global socio- political and economical scenario.*

**Key Words:** *Social Work Education, Pakistan, Discipline;*

### **Background of the Study:**

'I shall serve to the best of my ability, the depressed, the handicapped and the needy,  
'I shall serve all the people I can, in all ways I can, as often as I can,  
'I shall look not back but forward until the goal is reached.'

### **Social Workers Oath**

If we talk about a brief overview of social work education in the world, we

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must conclude that social Work is a professional subject based upon systematic body of evidence –based knowledge derived from research and practice evaluation with the objective to promote societal well-being and better functioning of social structure at all levels. Hence, it is mandatory for a social worker to have the ability to understand cultural diversity and must have skills in human relations. The goal of social work is to lead the human being into a successful life; in order to accomplish this goal it is necessary for a person who enter in this profession must have a strong desire and ability to help and improve people's lives.

A professional social worker will only be successful in profession, when he\she will be able to understand the people and their problems. This is not an easy task because humans are different on the basis of their religions, caste, colour, norms, beliefs, socio-economics and cultural background. People not only need to be loved, they need to know that they are wanted and understood with in their existing socio-cultural and religious scenario. This is a highly demanding task for social workers, which needs emotional intelligences and professional competence in understanding human relations; and in handling their issues in effective and efficient manner.

Social work was born and has evolved as a professional activity out of the 19th century's poverty, social injustices, urbanization, industrialization and the First (1914–1918) and Second (1939–1945) World Wars. Initially social work was developed as primarily a domestic activity directed towards alleviating the effects of poverty, unemployment and social problems that arose locally as a result of the rapid move to industrialize in Europe and North America (Midgley, 1997, 162). At the beginning of the new millennium there are now social work programmes in most countries and all regions across the globe (Healy, 2002).

In today's world, social workers and their clients not only may come from different cultures but also may be on opposite sides of an ongoing political conflict. (Nikku, 2012). Such conflicts tend to be part of the fabric of everyday life in areas such as Palestine, Israel, and Northern Ireland, where they arouse strong emotions on all sides (Ramon, 2008; Ramon, Campbell, Lindsay, McCrystal & Baidoun, 2006). At regional level; the Asia–Pacific region is a complex mixture of countries, each encompassing different cultures and cultural heritages, identities, religions, language groups, histories, and economic, political, and social developments (Noble, 2004).

South Asia is a diverse region of the world. Out of eight countries of South

Asia (Afghanistan, Bangladesh, Bhutan, India, Maldives, Nepal, Pakistan, Sri Lanka); Pakistan has its unique socio-political, cultural and economical characteristics, which distinguished as the less developed, Islamic country, who has the nuclear power and facing a lot of challenges due to terrorism in this region.

### **Defying the Concept of Social Work Education in Pakistani Pedagogical Context**

In Pakistan, little has been published about the history of social work education and training in Pakistan. In developing countries like Pakistan, the situation of professional social work is often in a poor stage. The definition of the term 'social work education' has been the subject of much debate in Pakistani pedagogy. It is tempting to argue that social work is a discipline or not? In fact, there is a lot of confusion over the use of the term – meaning and scope, still most of the people are not aware of the fact that social work is a professional subject which is based on scientific knowledge.

It is interesting to note that in Pakistani society, people often not easily differentiated between professional and non professional social workers because majority of the people is not treat this discipline as profession and considered it as a noble activity of helping needy people. As a matter of fact, in Pakistan, the social worker as a profession have a social status less than equal to that of any other scientific Professionals and practitioner. The practice is also very similar with our neighboring countries and commonly practices in other parts of south Asian countries as pointed out by Ranjana (2009) that:

“If we are able to bring standardization in the social work teaching and practice and at the same time portray a desirable and advantageous image of social work profession in the country”.

According to Rambabu (2012) said that:

“Paying Meager Salaries to Social Work Teachers lead to poor quality of teaching, practicum and research and best practices cannot be adopted”.

The tragedy is related with the profession is that most of the people think there is no need of any expertise, skills or professional degree is require for doing social work.

### **Brief Review of Social Work Education in Pakistan**

Pakistan is very fortunate to have a high-quality induction of professional Social Work in country. Historically, In Pakistan, professional social work owe its

foundation to the first in-service training course, sponsored by the Government of Pakistan and the United Nations Technical Assistance Administration (UNTA), trained its first 65 Pakistani social workers in 1953 (Rehmatullah, 2002, 1).

The main objectives of first in-service training course were mentioned here under:

1. To broaden the horizons and strengthen the skills of the trainees.
2. Be a means of discovering teachers and leaders for developing 'a Pakistan pattern of Social Work'(Dumpson,1955)

Social work education also travelled to Bangladesh when it was separated from Pakistan in 1971(Nikku, 2010). There are about 7 Universities in Pakistan where social work teaching is being taught namely Social Work Department, University of Peshawar, Peshawar; Department of Social Work, University of Sargodha, Sargodha; Department of Social Work, Is lamia University, Bahawalpur; Social Work Department, University of Baluchistan, Quetta; Department of Social Work, Punjab University; Department of Social Work, University of Karachi and Department of Sociology & Social Work, University of Malakand. Currently, there are only 7 colleges where social work teaching is provided to undergraduate students in Karachi. It is also observed that most of the social work educational institutions are located in urban areas; students practice fieldwork in urban places and prefer jobs in cities and metropolis. However, social work professionals are most needed in rural areas where about 70 percent of the population lives with great difficulties.

Even today, in many cultures of Pakistani society, social workers are considered to be intellectually imperfect (weak or less intelligent). Typically, in Pakistani culture, there is a self- created perception among people that doctors, engineer are being considered as highly intellectual and credible profession. Even today, the common man perception is that any good hearted person with wealth and desire to serve the distressed, the destitute and the poor person usually regarded as social worker. Most of the people believe that there is no necessity of any professional degree for doing this work. Anybody may practice or distribute charity, do reform work and be useful to any person or an institution designed to render social services. Ironically enough, in this modern era of technology, social changes seem to have motivated the situation as this filed have a lot of potential to change or improve human life.

**Table no 1: Important Policy Milestones in the Evolution of Social Work in Pakistan**  
1952: First social work education programme was started by the UN Technical Assistance and Government of Pakistan in Karachi.

- 1952: First Social Work library was established in Karachi and it was moved to the Punjab University in 1957.
- 1953: Social welfare section was established in Planning Board, Government of Pakistan.
- 1954: Two-Year Diploma of Social Work Course was introduced in Punjab University.
- 1955: First Pakistan Conference of Social Work .<sup>ii</sup>
- 1955: Dr. De Jongh was appointed as First UN Social Policy and Administration Adviser.<sup>iii</sup>
- 1956: National Council of Social Welfare was created at National Level and Provincial Social welfare Councils were also formed.
- 1957: The Department of Social Work was established in Punjab University.
- 1961: The Department of Social Work was established in University of Karachi.
- 1964: First Conference of Social Welfare Educators was held in Dhaka (ex-Pakistan).
- 1967: The Department of Social Work was established in Sindh University..
- 1962: Central Directorate of Social Welfare was abolished.
- 1963: Child Welfare centre was established at Lahore.
- 1967: Child Welfare centre was established at Karachi with the help of UNICEF.<sup>iv</sup>
- 1972: Social welfare Training Institute was established in Karachi.
- 1985: Separate Director General of Special Education was established within Ministry of Special Education and Social Welfare.
- 1992: Pakistan Bait-ul-Mal was established.
- 2001: Established the Department of Sociology & Social Work, University of Malakand – Pakistan

### **Significance of the Study**

Academicians, scholars, policy-planners, students and all who are interested in the field of Social Work will find this paper for utmost useful. It might open new doors for further research by scholars and develop new

methods and procedures for Social Work Practice in Pakistan. Taking into consideration the deficiency of researches on this issue, an attempt has been made to fill this gap.

### **Study Objectives**

The aim of this research paper is to provide in depth analysis of current practices of social work education in country. For this study, the researcher has focused on following objectives which narrated as follow:

- To review the historical growth and development of social work education in Pakistan
- To explore the need of social work as a professional subject and put forwarded the recommendations to meet the existing and future challenges.

### **Research Questions**

Keeping in view the existing challenges for teaching and practicing in this study, the author tries to address the following questions.

1. How academia in Pakistan is organized to address the need and importance of social sciences in Pakistan.
2. What are the challenges of teaching social work in Pakistan?
3. How best to introduce students of social work to the philosophical, political, and sociological theories and career development?

### **Methodology**

This study attempted to determine the most important, influential factors that have significant, value-added impacts on this profession. Specifically, the study attempted to systematically discover evidences about the determinants of problems faced by the social work educators and students at Master level.

Employing qualitative methods this paper is explorative in nature. The target population of study is Social Work Educators and students of social work. In seeking to answer the study questions, a sample of forty –five Social Work Educators and students was selected as sample for this study. Sample of study is taken from 2 universities of Pakistan offering social work education in Karachi. Using purposive sampling methodology, in-depth interviews are conducted from faculty and third and final year students of social work in both universities.



The researcher conducted two types of interviews;

1. Interviews with faculty members.
2. Interview with student of social work (M.A final year).

Inclusion criteria for the study were Social Work Educators working in government Universities in Sindh. Ten full time working Social Work Educators were selected from universities as sample for this study. Initially the authors sent a questionnaire to professional social work educators, working in the department of social work university of Karachi and Federal Urdu University, to obtain their views.

The distribution of respondent is given in **Table 2**.

**Table No 2 : Allocation of Sample Stratum**

<b>Profile of Respondents</b>	<b>Respondents Background</b>	<b>No. of Respondent</b>
Academia From Social work department university of Karachi	<b>(Group A) *</b>	<b>07</b>
Academia From Social work department Federal Urdu university, Karachi.		<b>03</b>
Students From Social work department university of Karachi	<b>(Group B)**</b>	<b>45</b>
<b>Total Respondents</b>		<b>55</b>

\*full time faculty members.

\*\* Student of MA final year, Department of social work, university of Karachi.

This research strategy was not successful in the present research and the researcher has to change the method for data collection and therefore used took interview scheduled method by approaching personally to the respondents. However, only 25 responses were received from the respondents' social work educators and students (MA final Year) within the stipulated time, ending 30 October 2014. For this study, the researcher utilized a constructivist research orientation. 'Each constructivist study is considered unique to its time and place' (Morris, 2006, 209). This has allowed us to interpret the views of social work educators, through a wide variety of information sources including personal communications, limited literature reviews and content analysis of the emails exchanged with colleagues. Despite the stated challenges, we were able to collate data from different sources and the analysis shows that important results have emerged. As part of this methodology those survey respondents who were willing to be interviewed further were contacted and the interview transcriptions have been utilized to add a qualitative dimension in this article.

## **Limitations of the Study**

The strength of existing faculty is very small in numbers however the author tires to collect the data from all faculty members who are working in social work at university of Karachi and Urdu University, their views and incorporates in this study.

The attitude of some respondent could also be seen as a limitation of the study. As there were some respondent who were not comfortable with this research topic.

## **Discussion**

Social work, as a helping profession, is in a state of transition in contemporary society .there are many issues problems pertaining to its meaning, character and the role it plays in society. The purpose of this paper is to shed some light on the assumptions, characteristics and functions of social work. Based on documentary analysis and the authors' experiential knowledge as social work educator and based on author's experience and reflection from the respondents' interviews it is revealed that we need to emphasis more in significant theoretical and practical aspects of social work in the country.

The discussion about the importance of social work practice in Pakistan is closely related to the broader concept of social work development in Pakistan and based on information received from respondent during this study . Like other social sciences, social work has been a very productive field in social science. However the scope of social work as a professional discipline is not hopeful in the country as compare to hard sciences like engineering medicine, computer sciences etc.

Pakistan has two parallel University Education Systems, public and private. In Private universities even today, social work teaching is not offering at university level. As far as the Government sector is concern, Public universities are offering social work education at graduate or post graduate level. Hence, public universities are the only source for providing social work education in Pakistan. Consequently, the modern concept of social work is relatively not organized and has not been adopted as such in the real sense of the term. There are only three public universities in Sindh Province, which are teaching social work at university level .One is University of Karachi, second is Federal Urdu university and the third on is Sindh University Jamshoro.

Interestingly, If we noticed the admission trends in colleges or universities in Pakistan, especially in the province of Sindh, majority of the students who took

the admission in social work as major subject at university level, it was revealed that majority of the students had selected this subject because the only reason as they had very low percentage and therefore would not able to get admission in other popular discipline of social sciences, like Economics, International Relations, Psychology etc. Where the admission criterion is high percentage at graduate or intermediate level is required for admission or induction. It is noticed that usually students mark or select social work as third option or choice in order to get admission in university and during the first year of university. Similarly, in most of the cases it is found that students are often confused to understand the professional concept of the discipline.

Imparting social work education and training is a challenging task in the country due to the current political instability, multicultural issues and lack of social work educators, and the lack of a professional association, in addition to the lack of government recognition for the social work profession in the country.

Almost all the study respondents were highlighted the acute shortage of non – availability of text book or indigenize, students less ability to understand English language and most of the literature is available in English, updated knowledge-base reading material with special reference to our country. As a matter of fact, majority were told that they have to consult with foreign teaching books for preparing their lecture notes. While social work literature, modes of practice, approaches, theories have been heavily sponged from western countries; the academicians and students have face a number of problems in understanding the basic concepts due to different socio-political, economical, moral and ethical paradigm.

Professional recognition of the subject is a serious issue for the growth of the discipline and it was also felt by almost all study respondents. Usually academic management personnel do not consider as a popular subject as discipline which inspired their prospective students. Indeed, many academicians do not believe that it has a theoretical subject and often give preferences to sociology over this subject. This lack of trust or ignorance is creating a vacuum for the professional growth and development of social work as profession.

In 21<sup>st</sup> century, there are many social problems arise which requires social treatments in the country. Thus, issues like social injustices, human rights, terrorism, poverty and even mal-nutrition and poor health conditions, high rates of mortality and modality, dropout rates of girl child from school, poor governance and high rates of corruption, religious extremism and low literacy rates, all these problems can be handled if we offer indigenious social work

practice. We need to develop our own system of knowledge which may address to our particular social issues, need to train our students by providing them our local philosophy, Islamic ideology and eastern values which fits best as a viable solutions to all these issues which affect the progress of the country. This will definitely help them in dealing everyday life.

The study reveals that the study respondents especially students were not satisfied with the pay packages which are offer in different Non government organization to the beginners. Nearly all were pointed out that field work is a very challenging task with high security risk in the present situation of the country but there is no any extra benefits offered to those social workers who engaged in filed work and this condition is very similar to the students who place different agencies for their field work training from universities. It was highlighted by respondents that mostly field agencies are located very far from their universities and the students of social work department has to go on their own expenses or transport for their respective filed agencies twice day a week. This is a great difficulty for them financially and socially due to existing political instability. Most of the respondent shared that they feel fear during working in different communities in the city in present scenario.

Globally, the scope of Social work education, remunerative work package and community affairs are very demanding especially in developed countries. However, in Pakistan, the profession is yet to gain adequate recognition from those individuals and institutions that matter. The concept of a paid job for professional social work is still not adhering to most people in country. Generally, the common perception is that social work is a charitable or voluntary work .This is a difficult milieu to work.

As noted earlier, the history of social work, as a profession, has historical roots in the Western world; the curricula followed by the different programs in the country are based on western curricula. There is growing realization, however, of the importance and relevance of indigenization of social work in a globalized world and the curricula in different countries need to be modified to suit individual local areas and populations. In this regards, a tailor made modification is required considering our own cultural needs. Additionally an element of internationalizations is also required in order to better train individual workers to work with a myriad of different environments the new world offers.

The progress of this discipline has been traveled in last sixty-seven years and faced many success and failures. The dilemma of professional recognition, non-availability of trained professional expert, shortage of indigenous literature,

Problems in fieldwork, high rates of street crimes, mobile snatching, target killing, unpredictable security or political conditions all these element have made the life very difficult .under these conditions where parents feels fears to send their children's to educational institutes due to security threats, it was observed during the study that many students specially female students are uncomfortable during the field work in community setting.

In Pakistan, private sector /non-governmental sector is actively involved in providing social work services to the needy people in both urban and rural areas of the country. Currently, numerous non-governmental organizations (NGOs) and International non-governmental organizations (INGOs) have been working regardless of the fact whether they are registered by Societies Registration Act 1861, implemented by Government of Pakistan, on a massive scale in Pakistan parallel to the existing governmental efforts to social welfare services. Some NGOs are taking foreign aid or financial help from other International Agencies, few of them are working on donor driven agenda or have their own area for work .In almost all areas of the country, NGOs are actively working. Mostly, these NGOs headed by non-professional social workers who have comparatively less understanding the skills or educational background but they are very successful in fulfilling the needs of people. As a matter of fact, there have been many success stories, however, more is needed and a change in approach and philosophy. This situation is alarming for professional social work practitioners. There is a great need of having professional, well trained social work practitioners in the field and in Pakistan social work training programs is provided by different universities, we need to see our qualitative dimensions by examine existing social welfare policies and practices methods. It is the time to increase efficiency of the various social welfare programs greater coordination of NGOs by the government is essential.

In conclusion, Following is the list of major issues and Challenges of Social Work Education in Pakistan as identified by study respondents:

- Dilemma of professional recognition of the subject;
- Shortage of trained social work professionals;
- Non-availability of a Text Book for reference;
- Shortage of reading material in National (Urdu) language;
- Shortage of indigenous books;
- Lack of understanding of English;
- Lack of Standards in teaching and training;
- Lack of chances in Government Jobs;
- Shortage or non-availability of transport or vehicles for field work;

- Poor law and order conditions in city is a serious threat specially in field work in community setting;
- Low paid job in Non Governmental Organizations;
- Inadequate amount for field work trips in communities for graduates students;
- No program of Faculty continuous professional education and development especially for field work training.

## **Recommendations**

There is an urgent need for Professional social workers, universities, and donor agencies should mobilize their resources and find common strategies and implement evidence-based policy solutions. Even after 65 years of social work education in Pakistan, there is a lack of quality, and practice standards; lack of accreditation; lack of social work departments within the public universities; lack of access to state resources; tensions between trained social workers, social practitioners, lack of motivated social work educators; delays in appointments of social welfare officers, Ban on Medical Social Work Project in Sindh since 2001; these factors have hampered the growth of higher education in general and professional studies such as social work in Pakistan.

For providing a sound professional career in social work for student we need to promote best teaching practices. It is suggested that provision of international teaching and training opportunities may be provided to the existing faculty members to enhance their professional capabilities through the higher education commission for their Continuous Professional Development.

In my opinion it is the responsibility of social work academia to take interest in up-grading the teaching methodology and more concretes on field work practice .Furthermore, it is necessary to reshape the existing structures and practices, make an alignment with internationally wide growing field of social work .We need to strengthen our educational system by developing quality standards in education and training, high weightage should be given to the fieldwork, and assessment of fieldwork training should be done in accordance with professional standards. Furthermore, for improvement in current educational situation, it is suggested that appointment of social work educators should be done fairly and strictly on merit, trained social work practitioners may be appointed as educators in this profession.

An appreciation letters with some monetary benefits should be provided from higher education commission or university top management to the social work

educators who develop indigenous social work literature or teaching material in accordance with our own socio-political issues.

More importantly, a professional social workers association should be established in the country that can help in recognizing the professional needs of this profession. In this regards, strong efforts are required from academia and social work practitioners collectively for establishing a 'Pakistan National Council for Social Work Education and Practice'.

In addition, government of Pakistan should implement laws covers all the NGOs in socio-legal safety nets. We must have a reliable data of NGOs working in country. Similarly, the benefits of Private philanthropy must be transfers fairly. The situation can not be improved until we emphasis and strengthen and improved the field work practices. Rigorous efforts and researches are required to fill this gap and in pursuance of future development of the subject. And while endeavoring to construct, the utmost care should be taken to avoid total destruction of the professional image. Shortcomings should be avoided by heading historical lesson so that the future of nation should not be recklessly scarified.

## **Conclusion**

We have to build its professional repute by developing and practicing its professional standard, establish its Professional Association at National level. The journey of social work at global level is changing day by day. We need to revise our curriculum according to the need of our local as well as international community.

This profession have very long journey to go and academia has to puts a lot of efforts to recognize this discipline as a profession. Recognizing the global, regional and local forces that are influencing on social work education and professional practice, we have to think and re-think about the scope of teaching social work education and future of our student in the field. Let's moved forward to welcome the change and learn new skills in professional development in order to accelerate the professional competency at local, national and International level.

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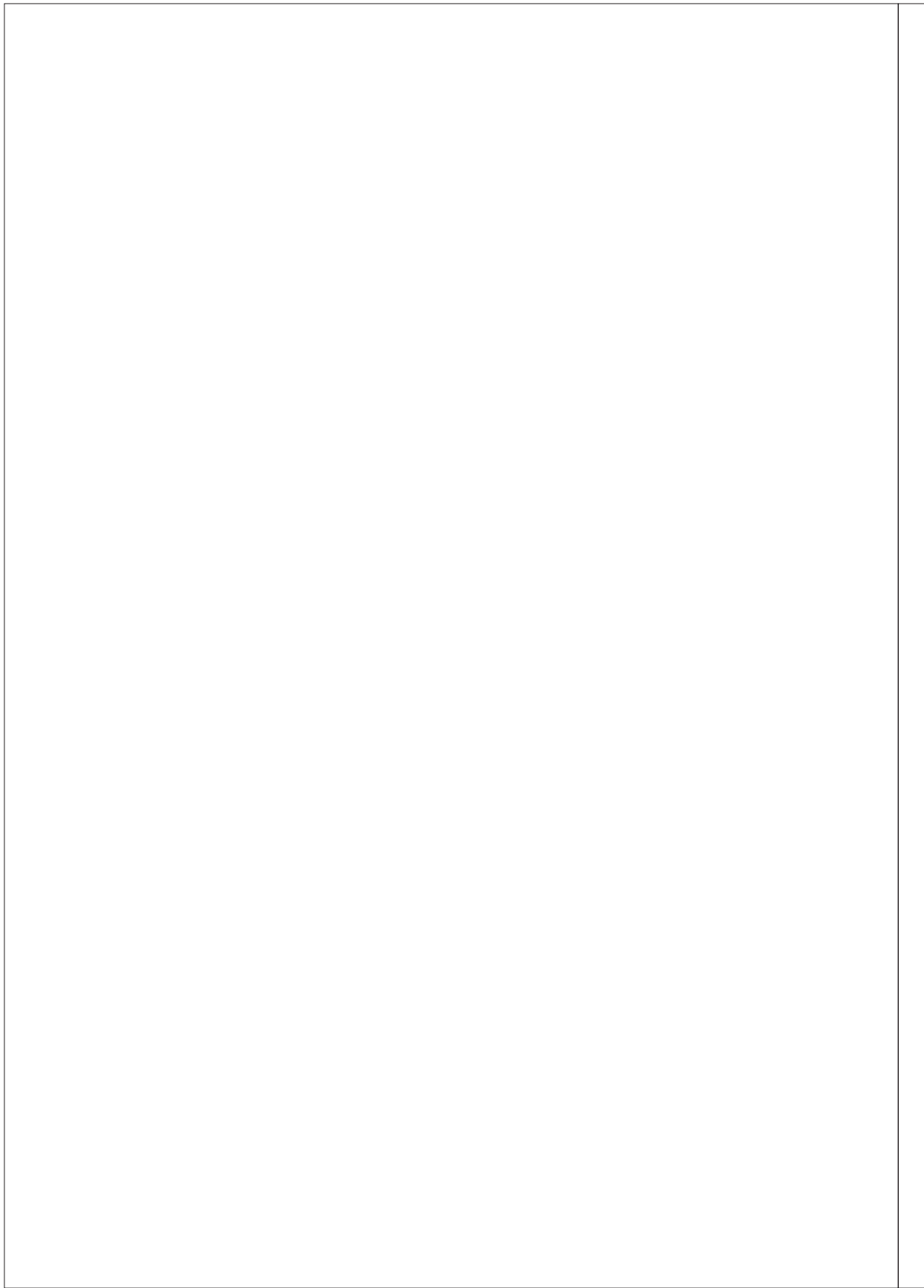
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## **The Impacts of Community Violence on Children (12-18 Years): The Case Study of Lyari Karachi**

**Kaneez Fatima Mamdani\* and Muhammad Yasin\*\***

*This study examines the effects of community violence on the children 12 to 18 years old of Lyari. The factors included in the study were anti-social behaviour, academic performance, depression, fear, traumatisation, sleep problem, intrusive thoughts, aggression, cognitive problem, loneliness, hopelessness, stress, ill health, violent behaviour and over all effects of the enrolled students of Lyari town. The universe of the study was Lyari, Karachi. The calculated sample of 163 respondents was taken from 8 different boys' and girls' secondary schools of the most violent areas of Lyari town, Karachi. Stratified proportionate sampling was used for distribution of sample size. Questionnaire was used as a tool for data collection. Hypotheses were tested through SPSS software. The 8 results and findings of the 7 whole research showed that there was a significant impact of community violence on children. It was observed that majority of the respondents were affected by the community violence in their respective areas and even some of their families are affected. Thus, the researchers concluded that children of Lyari town had antisocial behaviour, traumatisation, aggression, sleep problem, loneliness, intrusive thoughts and violent behaviour.*

*Key words: community violence, antisocial behaviour, traumatisation, violent behaviour, sleep problem, intrusive thoughts, academic performance*

### **Introduction**

Human nature from its early phase showed violence whether that was the scientific discovery of Neolithic or Islam's first human, the evidence of violence is recorded. The character of violence is inculcated in the human being because human from its existence strived to survive or for its needs, this entity used violence. Whether that was the question of his survival or its gaining power on the rests, his egoistic behaviour and greedy aspirations always led him towards violence. And the social status of humanity is left out in the world for those who

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became violent and this violence became a sign of love in the eyes of people for him. Moreover, the world's genius minds have always rooted the violence in hunger, sex, fear and aspirations. Beside this some have classically explained the roots of violence in women, wealth and land grabbing. Though the world's intellectual minds explored the roots but never succeeded to tackle this serious issue which day by day worsened. Whether, that was the Luther king senior in Europe dreaming for peace, Mandela in Africa, Shereen in Iran, Luther King junior in America, Dalai Lama in China or Mahatma Gandhi in sub-continent but the violence like a biological factor in human always remained. Even the world's published researches of social sciences proved various impacts of violence on children in different communities and societies. The international communities, nations and welfare organizations expended billions of rupees, used various tactics, and ran campaigns' to stop the violence in order to save the future of human. Indeed, the situation of violence in Karachi is the saddest part of life which started two decades ago and is worsening year by year. According to a report, compiled of Mohammad Nafees and published by CRSS in April 2014. 2006 people died in Karachi in different nature of crimes in last year like target killing took 1628 people lives, in terrorism attack 165, in security operation 136, and militants' attacks taken 39 people lives. Gang war in Lyari and other contiguous area also caused a number of people death but their accurate number is vague due to not being reported in media and their identification was a problem. The main contributors or stakeholder of Karachi violence was political rivalries, gang war, migration of the militants to Karachi, and sectarian violence. Kidnapping for ransom and extortion crimes also happen but they are rare in the commercial city of the country and the perpetrators of these crimes have close link with different political parties, gangsters and banned organizations like TTP and LeJ. Indeed, Lyari has been found out the most violent area in the Karachi since 1960s till today due to the gangs' existence in the area. And the CSSR reported in 2013 and 2014 report that Lyari is the most violent area in the city. Moreover, community violence has a wide range of impacts on children development. As many social scientist found and concluded in their researches. Violence is a public health problem, and children are particularly vulnerable to its effects. Besides being a leading source of injury, violence takes a toll on more subtle aspects of functioning, such as cognitive, behavioural, social, and emotional functioning. Disruption intense domains can effect children's progression through typical development processes, with the nature of impact dependent on the timing, type, and chronicity of the exposure to violence. Violence affects the children even if they are not the direct victim but have a close relationship with the victim (Margolin & Glordis, 2004). Indeed the community violence is seen an urban issue which mostly occurs in the urban communities.

## **Impacts of Community Violence on Children**

The researchers developed the definition of community violence is a condition where children have faced or have been victim of sexual assaults, burglary, mugging, hearing the sounds of gunshots or sighted the gunshots, as well as social disorder such as the presence of teen gangs, drugs and racial divisions. The extreme violence in Lyari has a long lasting history that started early in 1960s and still continues today. The variance graph of violence sometimes goes up and comes down but no name of end. So the researchers have explored various impacts on children's life throughout the study and felt that the concurrent situation of violence has resulted badly and has left various effects on the lives of children in Lyari. The violence begets violence. The children who were in cycle of violence will lead the children toward a violent behaviour in the future, including aggression, delinquency, violent crimes and child abuse (Guerra & Dierkhising, 2011). Exposure to all forms of violence was extremely high and resulted in substantial psychological distress. Perceived safety functioned as a mediating variable for all forms of violence. Social support, family organization, and family control moderated the effects of exposure to certain kinds of violence. Surprisingly, exposure to murder was not related to psychological distress, suggesting a possible "numbing" effect of extreme forms of violence. Hearing about violence from others had almost the same effect as actually witnessing it. Older children had witnessed more violence and were experiencing more distress, suggesting an "exposure accumulation" effect (Shields, Nadasen & Pierce, 2007). Indeed, it is well known that community violence has short term effects as well as long term effects on children. Short term effects exhibit behavioural disorder for example aggression and delinquency; emotional and mood disorder such as depression and anxiety; posttraumatic stress symptoms such as exaggerated startle, nightmares, and flashbacks; health related problems and somatic symptoms such as sleep disturbances; academic and cognitive problems. While the long term effects are likely perpetrating violence against the adults and indeed increased the risks of being criminal behaviour and other mental health problems as well (Margolin & Gordis, 2004). And the adolescents who were exposed to community violence also tended high level of aggression and acting out, accompanied by anxiety, behavioural problems, school problems, truancy, and revenge seeking behaviours (Osofsky, 1999). The experts of social sciences have predicted through research that the children who often hit, slapped and bit other children or other people or break toys or objects exhibit antagonistic behaviour which bothers parents and other children resulting in the aggressive behaviour of not only children but their parents too. Aggressive behaviour includes intention of breaking of things, pushing, kicking or hitting others and verbal abuse or other threats of violence, name calling and swearing towards their class fellows and other people (Naseem, 2006).

## **Literature Review**

Guerra & Dierkhising (2011) explored that “violence begets violence”. The children who were experiencing community violence showed violent behaviour towards others including aggression, delinquency, violent crimes and child abuse. The study also showed the community violence exposure also contributed to mental health problems and psychiatric disorder including depression, anxiety and post-traumatic stress disorder during childhood. Further, it has been found that PTSD symptoms manifested externalizing behaviour during youth hyper-aroused and direct responsive to threat, definitely youth got depressed and withdrawn. Further, the researchers explored that violence exposure influenced children development at multiple domains and at different stages. And impacts were neurological, physical, emotional, and social development. And the repeated community violence contributed much problem for children in order to create a positive and trusting relationship and develop a concept of self in their environment. And such experiences of violence disrupt into the child developmental brain and then the neurobiological adaptations which allow the children to survive in violent settings resultantly lead to violence and mental health problems. The Heightened violent environment creates a constant state of fear; activate stress response in the central nervous system of children. Then this brings problems like hypersensitivity to external stimuli, increased startle response, and problems affecting regulation. Such reactions lead to mental health problems, distorted cognition and problem behaviours. The cycle of violence in life of children grows a sophisticated cognitive understanding of the social world; the neurodevelopment blueprint linked to early exposure of violence could translate the distorted worldview. Haj-Yaha, Leshem and Guterman, (2011) explored that the exposure to violence with no firearm weapons was higher than the firearm. Indeed boys were more exposed to all types of violence as compared to girls. Thus, boys had a higher frequency of witnessing and experiencing of all types of violence than girls. The researchers concluded that the youth experiencing violence were assaulted by a close or familiar person and those witnessed violent scene were unknown. And boys had a significantly higher rate than girls whether witnessing or involving in the violence situation due to group behaviour. Shields, Nadasen and Pierce (2007), explored that children were exposed to community violence in the shape of school violence, neighbourhood violence, gang violence, and police violence. The children told high level of exposure to violence in their communities. As Gang and police violence were a bit normal, as children seen hit, kicked, pushed or impelled by a member of a gang in the area. Beside this, a large number had seen someone badly beaten up, threatened with a sharp weapon, attacked with a sharp weapon, threatened with a gun, and shot. The most serious forms of violence were murder. While less severe forms of violence on the part of the police was similar to that of gang members as hitting, kicking and pushing or shoving by a police officer, more serious forms of violence were less common. Hearing about violence from others was very common. More common was hearing about someone

being hit, in a fight or kicked but hearing about serious forms of violence was also very common. Many had heard of someone being threatened with a sharp object, had heard of others being attacked with a sharp object, had heard of others being threatened with a gun, and had heard of others being shot at. A very high percentage had heard of others being killed. Finally, concluded with the analysis that exposure to all forms of violence was extremely high and resulted in substantial psychological distress. Margolin, & Gordis (2004) conducted a study and found short term and long term effects of community violence. Short term effects were the children who were exposed to community violence “exhibited behavioural disorder” such as aggression and delinquency; emotional and mood disorder such as depression and anxiety; posttraumatic stress symptoms such as exaggerated startle, nightmares, and flashbacks; health related problems and somatic symptoms such as sleep disturbances; academic and cognitive problems. But the Long term effects were likely perpetrating violence against the adults and indeed increased the risks of being criminal in behaviour and other mental health problems as well. Veenema (2001) found that whether their teachers or parents were aware of the chronic violence effects on their children’s behavioural functioning or emotional or not although, indications of the psychological pathology from the studies like anxiety disorders, clinical depression, and PTSD showed high level of violence among children in their schools and communities. Shanifor (2001) found that children had been victimized and also witnessed violent events as categorized into mild and severe violence by the researchers. The respondents were victimized in mild events as mugging 20%, physical threat 40%, approached to sell drugs 54%, approached to use drugs 48% and punched or hit or slapped 76%. But they also witnessed mugging 30% physical threat 43%, sold drugs 31%, used drugs 38% and punched or hit or slapped 43%. The severe violence in which the respondents replied as being victimized as stabbing 19%, assault with weapon 45% and reported as witness: shooting 46%, stabbing 29%, assault with weapon 39%, seen a dead body 38% and witnessed murder 31%. Moreover, the researcher analysed that the correlation of violence exposure and social information processing and found severe violence relocated to three of the four social information processing; approval of aggression, hostile attribution bias and social goals. Higher victimization of severe violence had correlation with high aggressive beliefs, hostile attribution bias and social goals. And witnessing to severe violence significantly had correlation with perceived resulted aggression. The findings highlighted that highly aggressive adolescents had been either a witness or victims of violence themselves. And exposure to violence was related to social information processing in part of severity of violence. Osofsky (1999) identified family violence effects on children’s physical, cognitive, emotional and social development. The exposure to media violence also indicated an increase in the negative behaviours of children. And the children who are living in urban area are badly affected by the chronic community violence. The chronic community violence effects were posttraumatic stress disorder symptoms of children who lived in urban war zones. And

these symptoms includes “nightmares, clinginess to parents or caregivers, fear of natural exploring beyond their immediate environment, a numbing of affect, distractibility, intrusive thoughts, and feelings of not belonging. The researchers found a clear link between exposure to violence and negative behaviours in children across all age ranges. The researcher explored that the “infants and toddlers who witness violence either in their homes or in their community show excessive irritability, immature behaviour, sleep disturbances, emotional distresses, fears of being alone, and regression in toileting and language.” The school age children who were exposed to community violence had the symptoms of anxiety, depression and aggressive behaviour as well as sleep disturbances alone with difficulty of paying concentration due to having intrusive thoughts. While the posttraumatic stress disorder symptoms were also present. Indeed the adolescents who were exposed to community violence also tended high level of aggression and acting out, accompanied by anxiety, behavioural problems, school problems, truancy, and revenge seeking. Gorman-smith and Tolan (1998 found that majority of youths have been exposed to some kind of violence; as majority reported exposure during lifetime. These youths were exposed to many different kinds of violence. However, majority reported that they have seen someone beat up. Unlike the other events as reported witnessing someone being beaten up is a frequent occurrence among youth. This type of violence is unusual among youth. Thus the adolescents that were exposed to violence were not related to prior status of family functioning but related to parenting style. Thus they proved relation of exposure to violence in aggression and anxiety or depression. The researchers concluded that “These findings also underscore the importance of understanding that children’s risk in these communities is not necessarily solely related to family functioning. That is, risk extends beyond the family to characteristics of the neighbourhood and community. There is increasing evidence that factors within the community have a direct effect on child development, as well as through the effect on family functioning”. Shakoore, and Chalmers (1988) explored that 85% respondents were 8th grade students and among all age range of the 16 year old students more witnessed violent acts like shooting, robbing, killing etc... The cognitive and behavioural effects as well as emotional influences were the major developmental challenges which possibly resulted during co-victimization. However, the researchers analyzed the measures of violence and co-victimization in children which were not only the measures of violence but they were correlated with the poor school performance and learning as well. Further, explored that the symptoms’ of psychic trauma in children and emotional discharge or expression in African American children. But the emotional discharge or expression in children of American African was limited due to poverty. Moreover, the study explored that the drug, alcohol and sexual abuse were promoted more through various ways. These children lacked the adequate expressions of emotions which built up by co victimization and violence resulted for survival fatigue. Indeed the researchers observed behavioural problems in children in school were often fighting and aggressive behaviour. According to the researchers the



cycle of violence showed frustration and aggression because of community violence exposure to children. Imtiaz, Yasin, and Yaseen, (2010) conducted a sociological study of the factors affecting the aggressive behaviour among Youth. The researchers proposed in the hypotheses that family environment, was correlated with peer group, educational attitude and attitude regarding religious sects which were the main factors causing diagnostic behaviour among adults. Indeed, this was proved that peer group was very much important in the sense of causing aggressive behaviour among adult as compared to other factors. The researchers concluded that that mostly people feel repentance for their aggressive behaviour after being silent, because it is really devastating to people themselves and their social relationships. The major causes of the aggressive behaviour arise from the unfavourable family environment, unhealthy peer group, unsatisfactory attitude regarding educational institution and inflexible behaviour regarding religious sect. It is found widely that Unsatisfactory relationships with peer group a more significant and strong factor in causing aggression among adult. Naseem (2006) conducted a research on the title of “Exposure of TV violence programs on children behaviour”. Thus, the researcher concluded that “children exposed to large number of violent programming will result in imitating violent heroes. It will also exhibit that violence is the only right way to solve and handle conflicts and issues. Malik, Hassan, and Sultanai (2004) conducted a study on the title of “An Impact of Electronic Media on the Development of Children’s Personality”. The researchers found that “electronic media play a vital role in the development of children’s personality, attitudes and behaviour. But due to the danger of access of children to vulgar, sex obsessed and violent movies, majority of respondents were in favour of negative impact of electronic media on the attitude of their children. Therefore, it was suggested that efforts be made to keep children away from all such programmes which can ruin the personalities of their children”. REFUGEE STUDIES CENTRE. (n.d.) conducted a study project on the title of “children affected by armed conflict in Pakistan” this discussion document was prepared for UNICEF Regional Office South Asia & Save the Children Fund (USA), Pakistan and Afghanistan Field Office. The propensity of children exposed to violence to turn towards violence themselves is sobering for it suggests that cycles of violence are being created in Pakistan. Unless present conflicts were resolved, more generations of children will become frustrated over the lack of progress and will feel compelled to fight to air their grievances”. In order to save young people and children the political conflict needs to be solved.

### **The Focus of The Study**

The focus of the study is one of the most important aspects of society. The present study will focus on community violence impacts on children aged 12 to 18 years old of Lyari, Karachi. The children of different communities of Lyari feel when they see violence in their communities. The feelings of children on witnessing or being victims of the community violence are of grave concern. The

security of the children is threatening while they are walking or roaming in their communities, playing or going to schools. The presence of victimization and witnessing of violence in their community has immense effects on their lives.

### **Objectives of The Study**

The main objectives of the study are outlined below:

- To study the various factors of traumatic events of community on children
- To find out the effects of community violence on children
- To explore the ground realities effects of gang violence on children

### **Method and Procedure**

The present study was quantitative and exploratory in nature. The universe of the study was Lyari and the target population was the students of secondary schools in Lyari town. Hence, the researchers got the list of total secondary schools with their enrolments from the office of deputy education officer Karachi. Multi-stage sampling was used in this study. In the first step, the purposive sampling technique was employed for selection of schools. Eight schools of the most victimized areas were selected. Calculated sample size of 163 was taken out of total population of eight schools. The researcher used stratified sampling and the sample size was equally distributed into two sub-strata i.e. male (81) and female (82 rounded-up). The researchers used proportionate stratified sampling technique to allocate research units to each school. In the last step the students were selected by convenient sampling as the sampling frame of the students were not provided by the schools. Data was collected through administration of a questionnaire. Chi-square test and p-value were used to analyse the hypotheses of the study and coefficient of contingency was calculated to determine the extent of relationship.

### **Major Findings**

Table 1 shows that 49.7% of the respondents were male and 50.3% were female. 41.1% had a nuclear family system. 3.1% respondents were 12 to 13 years old, 36% respondents were 14 to 15 years old, 39.9% respondents were 16 to 17 years old, and 12.9% respondents were 18 or above years old. Majority of the respondents i.e. 62.6% family monthly income was 12000 and less. Majority of the respondents i.e. 90.2% respondents daily came to school. 49.1% scored A Grade in their schools. 67.5% respondents were very much interested in their daily life activities. Majority of the respondents' i.e. 30.06% respondents daily life activities were studying in different centres, like: coaching, language, Madrassa, beauticians etc. 25.76% respondents daily life activities were just roaming with friends and passing out the life., 44.8 % respondents family was flexible that sometimes strict and sometimes not.

**TABLE 1**

**Characteristics of Subjects (N = 163)**

INDICATORS	FREQUENCY	PERCENT	CUMULATIVE PERCENT
<b>GENDER</b>			
Boys	81	49.7	49.7
Girls	82	50.3	100.0
<b>FAMILY SYSTEM</b>			
Nuclear	67	41.1	41.1
Joint	66	40.5	81.6
Extended	30	18.4	100.0
<b>AGE GROUP</b>			
12-13	5	3.1	3.1
14-15	72	44.2	47.2
16-17	65	39.9	87.1
18+	21	12.9	100.0
<b>FAMILY INCOME</b>			
12000 and less	102	62.6	62.6
12001-17000	20	12.3	74.8
17001-23000	20	12.3	87.1
23001-28000	10	6.1	93.3
28001+	11	6.7	100.0
<b>SCHOOL ATTENDENCE</b>			
Daily	147	90.2	90.2
Often	16	9.8	100.0
<b>SCORED IN SCHOOL</b>			
A Grade	80	49.1	49.1
B Grade	69	42.3	91.4
C Grade	14	8.6	100.0
<b>INTEREST IN DAILY LIFE ACTIVITIES</b>			
Very	110	67.5	67.5
less	46	28.2	95.7
least	7	4.3	100.0

<b>SPECIFIC ACTIVITIES</b>			
Studying in centres	49	30.06	
Playing Games	37	22.70	
Roaming with friends	42	25.76	
Part time jobs	35	21.47	
<b>FAMILY STRICTNESS</b>			
Yes	53	32.5	32.5
No	37	22.7	55.2
To some extent	73	44.8	100.0
<b>FAMILY RESTRICTION</b>			
Beat	13	8.0	8.0
scold	121	74.2	82.2
Restrict at home	7	4.3	86.5
Any other	22	13.5	100.0
<b>LEVELS OF COMMUNITY VIOLENCE</b>			
High	17	10.4	10.4
Moderate	108	66.3	76.7
Low	38	23.3	100.0
<b>LEVELS OF STRESS</b>			
high	82	50.3	50.3
moderate	74	45.5	95.7
low	7	4.3	100.0
<b>LEVEL OF ANTI SOCIAL BEHAVIOR</b>			
High	5	3.1	3.1
Moderate	66	40.5	43.6
Low	92	56.4	100.0
<b>FEELING DETACHED FROM THEMSELVES</b>			
Yes	26	16.0	16.0
No	102	62.6	78.5
To some extent	35	21.5	100.0
<b>FEELING ESTRANGED FROM THEMSELVES</b>			
yes	51	31.3	31.3
no	71	43.6	74.8
to some extent	41	25.2	100.0

<b>GETTING HELP WHEN THEY ARE IN TROUBLE</b>			
Family	125	76.7	76.7
Friends	27	16.6	93.3
Relatives	8	4.9	98.2
Nobody	3	1.8	100.0
<b>LEVELS OF TRAUMATIZATION</b>			
High	42	25.8	25.8
Moderate	86	52.8	78.5
Low	35	21.5	100.0
<b>VIOLENT BEHAVIOUR</b>			
Hurting Someone	24	14.7	14.7
Hitting Someone	20	12.3	27.0
Robbing Someone	15	9.2	36.2
Shooting Someone	38	23.3	59.5
Any Other	66	40.5	100.0
<b>HURTING ANYONE IN THEIR LIFE</b>			
Yes	28	17.2	17.2
No	79	48.5	65.6
To Some Extent	56	34.4	100.0
<b>FEELING OF AGGRESSION WHILE SEEING SUCH TRAUMATIZED EVENTS</b>			
Yes	125	76.7	76.7
No	11	6.7	83.4
To some extent	27	16.6	100.0
<b>PROBLEMS IN FALLING A SLEEP</b>			
Yes	78	47.9	47.9
No	54	33.1	81.0
To some extent	31	19.0	100.0
<b>FUTURE WILL BE SHORTENED FOR SOME UNKNOWN REASONS</b>			
Yes	83	50.9	50.9
No	52	31.9	82.8
To some extent	28	17.2	100.0

<b>HATRED MEMORIES</b>			
Yes	95	58.3	58.3
No	40	24.5	82.8
To some extent	28	17.2	100.0
<b>PERCEPTION ABOUT</b>			
Authorities Should Control	31	19.01	3.1
Execute Publically	27	16.56	47.2
God Should Destroy	41	25.15	87.1
Cruel	46	28.22	
No Answer	18	11.04	100.0
<b>EXPERIENCE VIOLENCE</b>			
Mourning Families	28	17.17	62.6
Worried About Their Lives	33	20.24	74.8
Fear About Future	43	26.38	87.1
No Answer	59	36.19	93.3

The above Table No. 1 indicates that 74.2 % respondents were scolded when they go against of their family norms. 66.3% respondents reported moderate level of community violence and 23.3% respondents reported low level of community violence. 50.3 % reported high level of stress. 40.5% respondent reported moderate level of anti-social behaviour. 62.6% respondents did not feel detached from themselves. 43.6% respondents did not feel estranged from themselves. Majority of the respondents' i.e.76.7% gets help from their family when they are in trouble. 52.8% respondents had a moderate level of traumatisation. 14.7% respondents often dream about hurting someone, 12.3% respondents often dream about hitting someone, 9.2% respondents often dream about robbing someone, ,23.3% respondents often dream about shooting someone, and 40.5% respondents often dream about other things. 48.5% respondents reported that they have never hurt anyone in their life. 76.7% respondents feel aggressive when they see such traumatized events. 47.95% respondents experience problems with falling or staying a sleep. Majority of the respondents i.e. 50.9% respondents thinks that their future would be shorten in living in such violent communities for different reasons. 58.3% had recurrent or hatred memories of the event which even they try not to think about. 19.01% respondents perceived that authorities or government should take strict action against gangs' and conflicts. 26.38% respondents reported that they fear about their futures because of extreme gang violence in their areas.

## Conclusion and Discussion

Table 2 shows that there is a relationship between exposure of community violence and the rate of anti-social behaviour in children. As calculated value of chi square which is 12.736 is higher than its table value null hypotheses was rejected and alternate hypothesis was accepted whereas 0.280 p-values showed insignificant relationship between exposure of community violence and the rate of anti -social behaviour in children. It means higher the exposure of community violence, higher the rate of anti-social behaviour in children.

**TABLE 2**  
**CONTINGENCY TABLE SHOWING RELATIONSHIP BETWEEN THE EXPOSURE OF COMMUNITY VIOLENCE AND THE RATE OF ANTI-SOCIAL BEHAVIOUR IN CHILDREN**

Level of Community Violence	LEVEL OF ANTI-SOCIAL BEHAVIOUR		TOTAL
	High/Moderate	Low	
High/ Moderate	64(54.4)	61(70.6)	125
Low	7(16.6)	31(21.4)	38
<b>TOTAL</b>	65	105	170

Pearson's Chi-Square=12.736, p> 0 .280

Table 3 indicates that there is no relationship between the exposure of community violence and the level of aggression in children as calculated value of chi square which was .004. The p-value of 0.005 shows highly significant relationship between the exposure of community violence and the level of aggression among children. It means that the violence in their daily lives makes them aggressive.

**TABLE 3**  
**CONTINGENCY TABLE SHOWING RELATIONSHIP BETWEEN THE EXPOSURE OF COMMUNITY VIOLENCE AND THE LEVEL OF AGGRESSION IN CHILDREN**

Level of Community Violence	LEVEL OF AGGRESSION		TOTAL
	YES	NO/to some extent	
High/ Moderate	96(95.9)	29(29.1)	125
Low	29(29.1)	9(8.9)	38
<b>TOTAL</b>	125	38	163

Pearson's Chi-Square=.004, p > .005

Table 4 shows that there is no relationship between the exposure of community violence and the sleep problems in children. The calculated value of chi square and p-value both suggest that children have no problem in sleeping whether they are exposed to the violence or not.

**TABLE 4**  
**CONTINGENCY TABLE SHOWING RELATIONSHIP BETWEEN THE**  
**EXPOSURE OF COMMUNITY VIOLENCE AND THE SLEEP**  
**PROBLEMS IN CHILDREN**

Levels of Community Violence	SLEEP PROBLEM		TOTAL
	YES/to some extent	NO	
<b>High/Moderate</b>	83(83.6)	42(41.4)	125
<b>Low</b>	26(25.4)	12(12.6)	38
<b>TOTAL</b>	109	54	163

Pearson's Chi-Square=.054,  $p > .018$

Table 5 highlights that there is no relationship between the exposure of community violence and the intrusive thoughts in children. The calculated value of chi square at 6.166 both the variables are related with each other. Thus, it is obvious from the findings that the exposure of community violence is accumulating intrusive and shattered thoughts in the minds of children.

**TABLE 5**  
**CONTINGENCY TABLE SHOWING RELATIONSHIP BETWEEN THE**  
**EXPOSURE OF COMMUNITY VIOLENCE AND THE INTRUSIVE**  
**THOUGHTS IN CHILDREN**

Level of Community Violence	INTRUSIVE THOUGHTS		TOTAL
	YES	NO/to some extent	
<b>High</b>	8 (8.7)	9(8.3)	17
<b>Moderate</b>	62(55.0)	46(53.0)	108
<b>Low</b>	13(19.3)	25(18.7)	38
<b>TOTAL</b>	83	80	163

Pearson's Chi-Square=6.166,  $p > 0.194$

Table 6 shows that there is relationship between the exposure of community violence and the traumatization in children. Both the calculated value of chi square at 4.768 and p-value of 0.029 indicate highly significant relationship between the community violence and traumatization in children. The trauma is increasing in children due to the violence in community.



**TABLE 6**  
**COTNIGENCY TABLE SHOWING RELATIONSHIP BETWEEN THE**  
**EXPOSURE OF COMMUNITY VIOLENCE AND THE**  
**TRAUMATIZATION IN CHILDREN**

Levels of Community Violence	TRAUMATIZATION LEVELS		TOTAL
	High/moderate	Low	
High/Moderate	103 (98.2)	22 (26.8)	125
Low	25(29.8)	13 (8.2)	38
<b>TOTAL</b>	128	35	163

Pearson's Chi-Square=4.768,  $p > 0.171$

Table 7 indicates that there is no relationship between the exposure of community violence and the academic performance of children. The result is again surprising that the community violence is not affecting the educational performance of children as children have become used to the violence which is on-going in their communities. This finding verifies the findings of the earlier study discussed in the literature view of the concept of “feelings of numbness” towards certain things which does not affect their academic performance.

**TABLE 7**  
**CONTINGENCY TABLE SHOWING RELATIONSHIP BETWEEN THE**  
**EXPOSURE OF COMMUNITY VIOLENCE AND THE RATE OF BAD**  
**ACADEMIC PERFORMANCE IN CHILDREN**

Levels of Community Violence	SCORES IN SCHOOLS		TOTAL
	Grade A	Grade B	
High/Moderate	63(61.3)	62(63.7)	125
Low	17(18.7)	21(19.3)	38
<b>TOTAL</b>	80	83	163

Pearson's Chi-Square=0.374,  $p > 0.541$

Table 8 (below) highlights that the relationship between the exposure of community violence and the feeling of stress among children does not exist. The calculated value of chi square at 0.195 and p- value of 0.907 indicates that exposure to community violence does not show any outward feeling of stress among children as far as short term effects are concerned although in the long term effects this very finding would be different. The result found in this research is unexpected that the

children do not feel stress due to community violence which should exist with them from their birth. This needs further and in-depth exploration of these indicators among children to see the long term effects on them.

**TABLE 8**  
**CONTINGENCY TABLE SHOWING RELATIONSHIP BETWEEN THE EXPOSURE OF COMMUNITY VIOLENCE AND THE FEELING OF STRESS AMONG CHILDREN**

Levels of Community Violence	LEVELS OF STRESS		TOTAL
	High	Low/Moderate	
High	9(8.6)	8(8.4)	17
Moderate	55(54.3)	53(53.7)	108
Low	18(19.1)	20(18.9)	38
<b>TOTAL</b>	82	81	163

Pearson's Chi-Square=0.195, p> 0.907

Table 9 indicates that there is no relationship between the exposure of community violence and the feeling of loneliness among children. The calculated value of chi square was 0.226 and p-value of 0.893 suggest that the null hypothesis is accepted It means that there is no relationship between the exposure of community violence and the feeling of loneliness among children.

**TABLE 9**  
**CONTINGENCY TABLE SHOWING RELATIONSHIP BETWEEN THE EXPOSURE OF COMMUNITY VIOLENCE AND THE FEELING OF LONELINESS AMONG CHILDREN**

Level of Community Violence	FEELING LONELINESS		TOTAL
	YES	NO/to some extent	
High	6 (5.3)	11(11.7)	17
Moderate	34 (33.8)	74 (74.2)	108
Low	11(11.9)	27(26.1)	38
<b>TOTAL</b>	51	112	163

Pearson's Chi-Square=0.226, p > 0.893

Table 10 (below) demonstrates that the relationship between the exposure of community violence and the rate of violent behaviour among children exists. Both the calculated value of chi square 6.597 and p-value 0.037 indicated highly significant relationship between the exposure of community violence and the rate of violent behaviour among children.

So, it is observed that majority of the respondents' belonged to most violent areas of Lyari. They agreed going to school daily and giving much attention towards their education. But the family system is badly affected due to community violence and losing their traditions and customs. Majority of respondents are part time workers as many of them have lost their heads of family in community violence.

**TABLE 10**  
**CONTINGENCY TABLE SHOWING RELATIONSHIP BETWEEN THE EXPOSURE OF COMMUNITY VIOLENCE AND THE RATE OF VIOLENT BEHAVIOUR IN CHILDREN**

Levels of Community violence	VIOLENT BEHAVIOUR			TOTAL
	Hurting/hitting someone	Robbing/shooting someone	No response	
<b>High/moderate</b>	38 (33.7)	43(40.6)	44 (50.6)	125
<b>Low</b>	6 (10.3)	10(12.4)	22 (15.4)	38
<b>TOTAL</b>	44	53	66	163

Pearson's Chi-Square=6.597, p > 0.201

It is widely believed by the respondents that they do not get any type of restriction whatever and however they behave in their respective areas. So, due to the existence of community violence these areas have been declared no-go areas by the enforcement agencies and therefore, no restrictions or laws are applied on what they do which is leading the children towards anti-social behaviour. It is also frequently observed that they do not get any short-term stress or aggression beside the existence of community violence which will have long term effect on them. It is widely agreed that they feel trauma and some symptoms of traumatising has been observed by the researchers. Fear and Insecurity of life in such violent environment do exists among respondents but they never dwell upon it as their cognitive ability has been influenced by the community violence. They dream of being violently robbed, shoot at or killed as it has become routine in their lives. However, it is widely noticed that the imitative power of children is towards the gangs which are present in their areas. In conclusion the researcher would utter that community violence broadly exists in the Lyari and is a serious issue which deepens its history from early decades of the country till now. Community violence is now gripping the upcoming generations quickly and they are rapidly becoming involved into many abnormalities and destructive behaviours within the communities. Thus, it is observed closely that imitative behaviour of gangs' war is rapid inculcating

among children despite of their knowing the consequences and effects of gang violence. This bandwagon of gang wars is leading the children into anti-social behaviour, aggression, loneliness, sleep problem, traumatising, violent behaviour, cognitive problem and future life threats. In short, higher levels of aggressive behaviour, psychiatric disorders including depression, anxiety and posttraumatic stress disorder are found at higher rates among youth exposed to community violence.

### **Limitation of the Study**

Researchers faced many hurdles during this study. The most important of all was the threats given by the gang members of no-go areas which were the universe of the study. Secondly, the researchers were detained several times during data collection process by the gang members. Thirdly, there were not enough materials available on the area as it was a threatening zone and very limited people have worked on the topic of the international gangsters' zone although Lyari, Karachi has not been researched yet. Thus, the future research should be focused on the detailed and wider aspect of the issue in order to gain a better understanding of the issue.

### **Recommendations**

The following recommendations are suggested for the protection of children in such violent communities:

- Government should establish a special force to wipe out the gangs from the roots of the urban centres. In order to obtain peace in the area the coordination of efforts is necessary Special force should be comprised of the members of police, ranger and special branches like CID, FIA, IMI, and ISI.
- State ought to review all laws which are related to the protection of child rights in Pakistan and take rapid steps to enforce these laws strictly.
- State should follow the international conventions and legislations which are made for the protection of human rights. State must protect children because children are the future of the nation. State should not allow any political party to interfere or support such gangs and should be strictly dealt with.
- Services delivering are the primary responsibly of state and state machinery; however the gap that remain between services delivering mechanism and recipients needs to be identified and filled by the civil society organizations.

- Civil society organization must run long awareness campaigns for the peace, tolerance and unity and must elaborate the consequences of the violence's which are happening on the daily basis in these communities.
- Civil society organizations should enrol the youth in various awareness and productive campaigns for the society and should train the youth for the peace building at community level.
- Media must also play its role by discouraging any gangs and discontinue giving coverage to their daily basis destructive activities. Media should give proper time in highlighting the issues of children with all aspects especially of such transitive zones. Media should educate masses for the preventive measure with regarding the eradication of violence, for instance, masses to sensitize about the children rights which are given by Islam and Islamic Republic of Pakistan.
- Parents should socialize their children in a way that their children mistrust gangs and detest their activities. Parents should try to enrol their children with educational activities. Parents should not support any act of their children which are against their family norms, social norms or national laws.

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## **Updated National Culture of Pakistan – Revisiting Hofstede**

**Zahra Nazim\* and M. Abuzar Wajidi\*\***

*Hofstede's (1980, 2001) five dimensional culture theory was utilized to measure the national culture of Pakistan at country and provincial level. Using two standardized instruments Values Survey Module (VSM) – 82 and VSM – 94 (VSM – 94's manual included revised question only for long – term orientation and was named as revised version 1999 for this dimension only) developed by Hofstede, 960 bankers were surveyed. Results showed firstly, that at country level Pakistan is high on power distance and uncertainty avoidance, low on individualism, and mediocre on masculinity consistent with the direction of Hofstede's (1980) scores. Pakistan was found mediocre on long-term orientation inconsistent with Hofstede's (1980) study. Secondly, strengthening of values was found. Thirdly, provincial level analysis identified the non – existence of subcultures. Fourthly, VSM - 94 was tested for reliability and validity to assess national culture. Fifthly, VSM – 99's only long-term orientation was tested and found reliable and valid.*

**Keywords:** *Hofstede, national culture, power distance, individualism, masculinity, uncertainty avoidance, long-term orientation, Pakistan, and Subcultures.*

Due to empirical multi country studies and spread of businesses at the global level national culture has emerged as an important environmental factor influencing management specially HRM practices (Budhwar and Deborah, 2004). This has resulted in heightened sensitivity to the influence of cultural values in shaping organizational policies, practices and control systems across nations as well as organizations (Jabbara & Dwivedi, 2005). National culture is also of importance as organizations by investing in cultural diversity while managing the human resources within can benefit in economic terms (Unesco, 2009).

One finds a plethora of cross – cultural studies, but they usually lack a study of the key variable – culture itself. Specifically there is lack of an empirical study

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covering the culture of Pakistan related to management and work values. Pakistan's Higher Education Commission formerly University Grants Commission in 1983 conducted an in-depth study of six social science disciplines and found that the teachers were seriously disoriented and demoralized. One of the reasons was the irrelevance of social science teaching to Pakistani social environment and its needs .

No earlier research except for Hofstede (1980) could be found addressing the study of national culture itself and as an independent variable external to the organization. There is an absence of prior literature that either substantiates or rejects the index for Pakistan on the dimensions identified by Hofstede. In addition, their further breakup at the provincial level has never been studied. Primarily, there were four reasons warranting this study.

*Firstly*, to study the present degree of power distance, uncertainty avoidance, masculinity / femininity, individualism / collectivism, long term orientation / short term orientation (Hofstede's five cultural dimensions) in Pakistan as the results of his study's time period 1968 – 1972 may not be generalizable in 2006 (34 years gap). *Secondly*, to examine the presence or absence of a change in the national culture of Pakistan by comparing the results of the survey conducted in 2006 to the ones identified by Hofstede in 1980 (based on data collected at two points in time, 1968 and 1972). *Thirdly*, due to the huge size of Hofstede's study no sub cultural analysis of any country was possible. Multi country studies bear the critique of non – representation of sub cultures of various geographic regions of the country (House et al, 2004, Sivakumar & Nakata, 2001). Pakistan had witnessed fall of Dacca in 1971. In addition, there were only two provinces namely East Pakistan and West Pakistan. Pakistan has four provinces ( the study year is 2006).

*Lastly*, based on the following reasons, it is argued that the scores measured earlier by Hofstede may not be representative of the true picture of the then national culture of Pakistan. The participants of the research were 'employees' of Institute of Business Management (IBM) and not solely 'managers' (Hofstede, 1994). During this time period in Pakistan, only individuals belonging to the upper middle class or elite class could afford an education or training that would enable them an entry in a multinational company (MNC) like IBM. This raises the question of sample representativeness for generalizability. The first survey in Pakistan was of 37 IBM employees, the second of 70 employees (Hofstede, 1980). Hofstede (1981) considers the sample size of 50 to be reliable if sample is homogeneous. This brings up the query: what measures were taken to check

the homogeneity? Hofstede's sample does not have the provincial break up to vouch for the provincial homogeneity of Pakistan.

The scores of two dimensions are reviewed here. The power distance index was 55/100 (Hofstede, 1980). A country, which has had and still has a strong bureaucratic set up and yet scores medium power distance (50/100) seems an understatement. Additionally, Pakistan falls in the group of those seven countries whose difference between the predicted score (74) and actual power distance score (55) was 19 or more (Hofstede, 1984). Also at that time, there was no substantial private sector in Pakistan. The study was conducted in IBM – a private sector multinational organization. The long – term orientation score was 00 / 100 (Hofstede, 1994, 2001) according to which Pakistan is a country having short-term orientation but extreme polarization such as this, both theoretically and practically seems improbable especially in social sciences.

The above-stated reasoning led to the formation of three research questions that this research addresses. Firstly, what is the national culture of Pakistan? both at country and province (namely Balochistan, North West Frontier Province (N.W.F.P: the name of this province was changed to “Khyber Pakhtoon Khawah” in the year 2010), Punjab and Sindh) level. Secondly, how homogenous or heterogeneous is the national culture? catering to the argument of presence of subcultures across regions within the same country. Thirdly, are the instruments VSM – 82 and VSM – 94 reliable?

Thus, this research presents an empirical understanding of the national culture of Pakistan at provincial and country level by using a combination of the standardized questionnaires developed by Hofstede (1980, 1994) to measure the cultural dimensions. This work is (i) partially a replication, (ii) partially a comparison and testing of Hofstede's two standardized instruments to measure national culture: VSM – 82 and VSM – 94, (iii) partially an addition to the existing line of research by measuring the national culture at provincial level and (iv) provides a score on the long term orientation dimension. It also bears a methodological contribution by checking the reliability of VSM - 94 and long term orientation questions of VSM – 99 (revised formula for long term orientation - revised version 1999 was available in the VSM 94 manual) that were not used to measure national culture in Hofstede's 1980 study. Since this study utilized Hofstede's theoretical framework so it covered his five cultural dimensions.

## **Literature Review**

The concept of national culture has prevailed wherever nations in any form

and size existed as is implied in the proverb: Do in Rome as the Romans do. It is about 4 decades only, that, social scientists pertaining to the field of management have formally identified, labelled, and researched on the values - based dimensional concept of national culture identifying value differences world over. This concept became significant in management literature due to its application to work values. Hofstede was the pioneer in formally linking work values with the societal values. National culture is reflected in the organizational culture making it possible to measure it through organizations (Hofstede & Bond, 1988; Tayeb, 2005). Findings of the most recent study, project Globe (Global Leadership and Organizational Behavior Effective survey) in 2004 empirically demonstrated this association. Cray (1996) identified that within organization theory culture has always had two major meanings. Firstly, as a body of values, myths, symbols, stories and artifacts commonly held by organizational members and secondly, as the value based commonalities that exist within a nation. The latter is national culture. It is different for nations because it is the confluence of their historical heritage, geography, ideology or religion, demographics, language, environment: legal, political, economical and technological, (Caiden, 2005; Denny, 2003; & Tayeb, 2005).

### **Operational Definitions**

Since, this study is drawing from Hofstede's theoretical framework therefore the definitions given by him are also the operational definitions. "A dimension is an aspect of a culture that can be measured relative to other cultures" (Hofstede, 1994, p. 14). National culture is "The collective programming of the mind which distinguishes the members of one category of people from another." (Hofstede, 1980, 17).

*Power Distance:* "The extent to which the less powerful members of institutions and organizations within a country expect and accept that power is distributed unequally." (Hofstede, 1994, 28).

*Individualism / Collectivism:* "Individualism pertains to societies in which the ties between individuals are loose: everyone is expected to look after himself or herself and his or her immediate family." and "Collectivism pertains to societies in which people from birth onwards are integrated into strong, cohesive ingroups, which throughout people's lifetime continue to protect them in exchange for unquestioning loyalty." (Hofstede, 1994, 51).

*Uncertainty avoidance:* "The extent to which the members of a culture feel threatened by uncertain or unknown situations." (Hofstede, 1994, 113).

*Masculinity versus Femininity:* “Masculinity pertains to societies in which social gender roles are clearly distinct .....; femininity pertains to societies in which social gender roles overlap.” (Hofstede, 1994, 82).

*Long versus short term orientation:* “Long Term Orientation stands for the fostering of virtues oriented towards future rewards, in particular, perseverance and thrift.....Short Term Orientation, stands for the fostering of virtues related to the past and present, in particular, respect for tradition, preservation of ‘face’ and fulfilling social obligations.” (Hofstede, 2001, 359).

### **Progenitors and Models of National culture Theory**

It is not the aim of this paper to dwell into the details of the concept of national culture given by various theorists. Therefore, it is just touched upon as a comparison with Hofstede's work to throw light on why Hofstede's work was selected for this study. The present day concept of national culture draws mainly from seven different works. Parts of these theorists' work overlap. The analogy of five blind men each trying to describe an elephant by touching different parts, explains the variation in these approaches. A brief review of these follows with primary emphasis on Hofstede's framework.

**Hofstede's dimensions.** Hofstede's study by far is the most prominent piece of cross-cultural research resulting in a theoretical and empirical foundation of the concept of national culture. He has the credit of being the most widely cited author (Latifi, 2006; Sondergaard, 1994), in the entire Social Science Citation Index (Hofstede, 2001; Fang, 2010).

His five dimensional framework along which people from different countries could be compared and contrasted resulted from a survey of more than 116,000 IBM employees geographically spread over 50 countries. The data was collected via a self – completed questionnaire consisting of some 150 questions administered in 20 different languages. Responses were from seven occupational groups. Initially, Hofstede arrived at four values based dimensions of national culture namely power distance, individualism versus collectivism, masculinity versus femininity, and uncertainty avoidance, despite the fact that organization culture must have existed in the world over subsidiaries of a IBM. Later a fifth dimension namely long – term orientation versus short term orientation based on the Bond's (1988) work was added. This made uncertainty avoidance a Western dimension and Confucian dynamism an Eastern dimension. This addition led to a new modified questionnaire VSM – 94.

***Critique on Hofstede's Framework.*** Hofstede's study gave birth to the notion

of 'cultural distance' between the home and host country due to the quantitative indexing of countries along the five dimensions. Five main criticisms have been identified by Hofstede himself along with his answers to these (for details see Hofstede, 2001). Firstly, that surveys are not a suitable way of measuring cultural differences. Secondly, nations are not considered the best units for studying culture. Thirdly, studying the subsidiaries of one company cannot provide information about entire cultures. Fourthly, IBM data are old and obsolete and fifthly, five dimensions are not enough to fully cover the broad concept of culture. In addition to these five, McSweeney (2002) has challenged the assumptions that Hofstede had used to conceptualize national culture; the research methodology and the sample size - more than 1000 only in six countries and was less than 200 in 15, and has also alleged fabrication of illustrative stories. Hofstede's work is more descriptive than predictive and suffers from single organization bias, he reviews only literature that supports his framework (Terry, 2003) and that his dimensional framework lacks theoretical richness. This critique is counter-argued that his conceptual framework is adequately grounded in past theories (Sivakumar & Nakata, 2001). Furthermore, Hofstede's model is a static one whereas most social scientists prefer a dynamic model of culture in cultural analyses (Terry, 2003) for instance, Fang (2012) has proposed the yin yang perspective. Dawson & Young (2003) have counter argued that Hofstede's framework can explain cultural evolution.

McSweeney (2002) has critiqued that if on the basis of Bond's study Hofstede added a fifth dimension then on the basis of the same study he should have eliminated uncertainty avoidance from his framework as both these dimensions might be less universally applicable. The interesting observation is that all this critique has not yet been incorporated to yield a revised national culture framework by Hofstede or by other researchers. Although Hofstede has added a sixth bipolar dimension namely indulgence versus restraint (Hofstede, 2011) which is beyond the scope of this paper. Even, when the latest framework of project Globe was developed it resulted in reconfirming Hofstede's dimensions as is discussed further in this article.

**Other six theorists work in comparison to Hofstede.** In 1961, Kluckhohn and Strodtbeck gave a non bipolar six dimensional categorization of societies based on general life situations. Although extensive field research provides for the validity of this framework but probably due to lack of a psychometric instrument very few management studies have used it. In 1976, Edward T. Hall while developing an approach for studying intercultural communication postulated that culture varied across two dimensions: context and time. His high

context / low context distinction theoretically overlaps with Inglehart's traditional versus secular and Hofstede's collectivism versus individualism dimension (Hofstede, 2001). Use of Hall's cultural types has been limited to descriptive studies due to dearth of quantitative tools for measurement (Kulich, 2009) just like Kluckhohn and Strodtbeck framework.

Inglehart's theoretical framework namely, World Values Survey (WVS) is series of studies. Two dimensions were identified by Inglehart & Baker (2000) namely survival versus self – expression values and traditional versus secular - rational values. The survival versus self expression correlated strongly with individualism and masculinity whereas the secular versus traditional correlated negatively with power distance (Hofstede, 2001). Minkov and Hofstede (2010) after a factor analysis of 10 items that seemed to tap the concept of long term orientation from the WVS found that it is possible to develop a dimension comparable to long term orientation.

Schwartz's three bipolar value dimensions are autonomy versus embeddedness, egalitarianism versus hierarchy, and harmony versus mastery (Schwartz, 2006). These dimensions have been critiqued as interdependent and having conceptual similarity with Hofstede's framework on power distance, individualism versus collectivism (Smith, Dugan, & Trompenaar, 1996), and masculinity versus femininity dimensions (Thomas, 2008; Hofstede, 2001). The interdependence of the dimensions by Schwartz may pose a methodological and analytical limitation in multivariate statistical analyses. Hence, Schwartz's framework has not been used much in organizations (Kulich, 2009).

Then the seven dimensional framework by Trompenaar alongwith Charles Hamden Turner was grounded in the theoretical works of Kluckhohn & Strodtbeck, Hall and Hofstede (Kulich, 2009). A further statistical treatment on Trompenaar's 43 nation data base resulted in two overarching dimensions of culture: loyal involvement / utilitarian involvement and conservation / egalitarian commitment (Smith, Dugan & Trompenaar, 1996). Results of this analysis revealed correlation with Hofstede's power distance and individualism versus collectivism dimension and some relationship was found with Confucian work dynamism (i.e Hofstedes long term vs short term orientation). Since the questions used were not intended to tap the masculinity and uncertainty avoidance dimension directly, therefore, no relation with these dimensions could be established. Hofstede (1996) has commented on trompenaar's work as suffering from lack of content validity and non availability of scores for countries.

Project Globe is the most recent addition. This was a multination study on



both societal and organizational cultures conducted in 1994-1997 on 62 cultures. The nine cultural dimensions namely; Uncertainty Avoidance, Power Distance, Institutional Collectivism, In – Group Collectivism, Gender Egalitarianism, Assertiveness, Future Orientation, Performance Orientation, and Humane Orientation were the independent variables of Project Globe (House et. al., 2004). National culture and organizational culture were the dependent variables. Out of the nine dimensions, eight have their origin in the work of Hofstede. This project bears the critique of “measuring perceived or desired societal norms, not personal values—and confusing the two levels of analysis” (Kulich, 2009). After Hofstedes framework Project Globe has received a lot of attention.

**Commonalities.** *All the above-mentioned theorists participated in the quest of identifying universal, measurable and scientifically comparable cultural dimensions. All frameworks: models, typologies and dimensions used values (Eraz and Gati, 2004) as a comparative tool to conteptualize, operationalize and measure national culture. All have viewed national culture as a cognitive phenomenon and a broad variable external to the organization that explains organizational members cognitions, resulting behaviors and artifacts. All have identified only broad areas of national culture as it is practically impossible to come up with a detailed value profile that fits on every nation (Bjur & Zomorrodian, 1986; Thomas, 2008).*

Conceptual similarity is found in all the works developed after Hofstede’s framework. Ahn (2005) compared Hofstede’s, Inglehart’s and Schwartz’s frameworks and found that although all frameworks had differently defined and labeled dimensions but the results were consistent across the three frameworks with Hofstede’s model being the most useful for tapping national culture followed by Inglehart’s and then Schwartz’s. Similarly, Inglehart & Oyserman (2004) found Hofstede’s individualism versus collectivism, Schwartz’s autonomy versus embeddedness and Inglehart’s self expression versus survival values to be highly correlated. Again, it supports the use of Hofstede’s framework for this study. To date, Hofstede’s work has generated arguments both in favor and against his work. These dimensions however cannot be completely universally applicable but they do cover a major percentage of every nations value orientations.

## **Research Design & Methodology**

The use of Hofstede’s five - dimensional framework to study the national culture of Pakistan is advocated on the following grounds based on literature review. Firstly, although these dimensions are open to discussion, they have so far survived stringent evaluation and can be used for empirical testing due to



replications and extensions on different populations for instance Bond's (1988) work resulted in addition of the fifth dimension: long term versus short term orientation. Secondly, it is easier to apply Hofstede's framework especially for replication, comparison and for study of management in organizations. One 18 – country study by Merritt, 1998 found support for replication and result generalization on all four dimensions. Hoppe (1998) found support for construct validity on all four dimensions.

Thirdly, no other study intending to measure national culture included Pakistan as a participating country in their study except for Trompenaars study in 1996 and the WVS in 1997 and 2001. Work values were not the focus of WVS. A study interested in work values uses Hofstede's values framework (Lenartowicz & Roth, 1999; Schwartz, 2003). Fang (2012) while comparing Hofstede's work to Schwartz, Trompenaars, and project GLOBE concluded it as having the most impact and that these researchers too have followed Hofstede's philosophical style. Fourthly, the questionnaires are a result of efforts and cognitive models of Western: U.S., British, Dutch, French, Scandinavian and Eastern: Chinese researchers (Chinese culture connection, 1987). Thus reducing the chance of any bias, making Hofstede's theoretical framework and questionnaire more universally applicable.

### **Population & Sampling**

To ensure research ethics, before actually conducting the research, formal permission was obtained from Bank Alfalah Limited (BAL), a private bank operating both at national and international level. The target population was Pakistanis and the accessible population was employees of the bank. The bank's human resource department provided the directory of all branches and employees from range one to range nine. 144 branches nation – wide each categorized into one of the 4 provinces and 5276 employees formed the sampling frame. Proportional Stratified Random Sampling with two sets of strata: the four provinces and the nine ranges of BAL's hierarchy were used. A 70% sample was drawn to solicit a good response rate as the research questions demanded that a large number of people respond, so that, at least, some conclusions may be drawn.

### **Instruments Used**

An empirical survey study employing Hofstede's VSM 82 and VSM 94 (designed to measure work values) was conducted in Pakistan during June, 2006. The instruments were used in combination by adapting their certain sections to measure the cultural dimensions. Eighteen control variables were also included. These were organizational rank of employees, job status, gender, provincial

origin, age, family size, birth order, level of education, country of education, monthly income, marital status, preferred family system, reason for choice of family system, organizational tenure, religion, migration at the time of partition, number of servants, and Hawthorne effect. The questionnaire was pretested before administration. The questionnaire was mailed to each sampled respondent followed by telephonic reminders

Both the VSM's and their manuals were available on the internet free of cost and for free use for research purposes. The inclusion of VSM – 82 was to check its reliability. VSM - 94 was the latest revised instrument available at the time of this papers research. Its first purpose of inclusion was to see if it gave results comparable to the results of VSM 82. Secondly, this instrument had not been tested previously in the cultural setting of Pakistan and lastly, this instrument provided the score for Pakistan on the long-term orientation versus short-term orientation dimension. While going through the manual of VSM – 94, new formula for long term orientation (revised version 1999 i.e VSM - 99) was found and thus incorporated into the questionnaire. Calculation of dimensional scores was based on formulas as per the VSM manuals.

Descriptive statistics were calculated according to the measurement level and ANOVA was used for inferential statistics. Post – Hoc tests for ANOVA namely Tukey and Games – Howell test were used whenever ANOVA F was significant and the levels of the independent variable were at least three. Data was coded to avoid identification and access to the data was limited. For the validity and reliability a paragraph is being quoted here from Hofstede's (2001, p.497) book.

“The VSM is a test designed for comparing mean scores of matched samples of respondents across two or more *countries*, regions or ethnic groups..... Cronbach alpha reliability coefficients across individuals are irrelevant.....An unreliable instrument cannot produce valid results, so if validity is proven, reliability can be assumed.”

The time – tested reliability and validity of the instrument VSM – 82 has been discussed above in this section. The validity of VSM – 94 is still limited (Hofstede, 2001).

## **Results & Analysis**

In total, 1071 filled questionnaires (29 %) were received. Only 960 completed questionnaires were included representing an overall response rate of 27 per cent.

### Country Level Analysis

On data entry two new categories were identified namely FATA and foreign born. The sample size including FATA and foreign born was 960 and on excluding, it became 930. Table 1 shows the five dimensional country level scores once including these two categories and once excluding them. It also provides a detailed comparison of Hofstede's study scores, this study's scores: old scores when using VSM – 82, and new scores: when using VSM – 94 and long term orientation score using VSM - 99. The old scores in table 1 both with and without FATA and foreign-born respondents confirm that Pakistan is high on power distance, low on individualism (means that, Pakistan is a collectivist nation), mediocre on masculinity and high on uncertainty avoidance. All these scores corroborated Hofstedes scores as well as highlighted further strengthening of values. For instance, Pakistan has moved up from 55 to 68 on power distance dimension. Likewise is for other dimensions. However, the new scores reported considerably different results on two of the dimensions namely power distance and individualism. Therefore, e – mail correspondence with Mr. Geert Hofstede resulted in adjusting the VSM - 94 using new constants in the same formula of power distance and individualism versus collectivism dimension. The comparison with new adjusted formula is also presented in Table 1. Once again, new scores like old scores also substantiated Hofstede's scores confirming strengthening of values with the exception of uncertainty avoidance which moved down to 6 points in absolute terms.

**TABLE 1 Comparison of Hofstedes, old (VSM 82), new (VSM 94) & adjusted new (VSM – 94) scores with and without fata & foreign born – country level**

DIMENSIONS	WITH FATA & FOREIGN BORN (n = 960)				WITH OUT FATA & FOREIGN BORN (n = 930)			
	HOFSTEDE'S SCORE (1968 –1972)	OLD SCORE (2006)	NEW SCORE (2006)	ADJ. NEW SCORE <sup>c</sup> (2006)	OLD SCORE (2006)	NEW SCORE (2006)	ADJ. NEW SCORE <sup>c</sup> (2006)	
Power distance	55	67.67	30.07	75.07	67.53	29.64	74.64	
Individualism	14	10.58	55.47	15.47	10.86	55.74	15.74	
Masculinity	50	56.26	57.11	-	56.40	56.01	-	
Uncertainty avoidance	70	74.26	63.96	-	74.93	63.67	-	
Long term orientation	0 (1984) <sup>a</sup>	-	45.33	-	-	45.35	-	
Long term orientation (1999) <sup>b</sup>	-	-	45.85	-	-	45.85	-	

a = Long-term orientation dimension was added later on in 1984 and calculated then.

b = This dimension's score was calculated using a different formula that was developed in 1999. So, this formula was also used to see if it produced different results as compared to the formula used in Values Survey Module 1994 (VSM 94).

c = This score was calculated after correspondence with Mr. Hofstede due to the difference in the Old and New scores on the dimensions of power distance and individualism. This change has been referred to as Adjusted New score i.e. using Adjusted VSM – 94 formula.

### Provincial Level Analysis

To calculate the scores at the provincial level, questionnaires were segregated based on the birth province of the respondents. This led to calculation of scores of respondents who were born in FATA areas and the ones who were born in foreign countries. Table 2 reports a detailed comparison of Hofstede's score, provincial breakup of old and new scores, the adjusted VSM – 94 scores and long term orientation score using VSM -99. Table 3 reports the comparative ranking of all six categories for both VSM – 82 as well as VSM – 94.

**Table 2 Province – wise comparison of Hofstede's scores versus old (VSM 84) scores, new scores (VSM 94) & adjusted new scores<sup>a</sup> (VSM – 94) on the basis of province of birth of respondents**

DIMENSIONS	HOFS-TEDE'S SCORES (1968 – 1972)	OLD (2006) SCORES OF THE FOUR PROVINCES, FATA & FOREIGN BORN						NEW (2006) SCORES OF THE FOUR PROVINCES, FATA & FOREIGN BORN DATA					
		Balo <sup>b</sup> (n=26)	N.W.F.P <sup>b</sup> (n=101)	Sindh (n=154)	Punjab (n=649)	FATA <sup>c</sup> (n=8)	F.Born <sup>c</sup> (n=22)	Balo <sup>b</sup> (n=26)	N.W.F.P <sup>b</sup> (n=101)	Sindh (n=154)	Punjab (n=649)	Fata <sup>c</sup> (n=8)	F.Born <sup>c</sup> (n=22)
Power distance	55	76.12	73.73	72.15	65.12	44.38	81.59	21.81 (66.81)	28.10 (73.10)	31.61 (76.61)	29.74 (74.74)	19.38 (64.38)	52.05 (97.05)
Individualism	14	16.61	24.16	9.98	8.75	16.20	-2.89	61.19 (21.19)	62.11 (22.11)	53.02 (13.02)	55.17 (15.17)	43.13 (3.13)	48.41 (8.41)
Masculinity	50	61.69	51.70	60.42	56.00	42.63	55.13	48.85	55.01	54.52	56.81	73.75	97.16
Uncertainty avoidance	70	97.08	64.40	60.04	79.24	59.11	52.27	66.73	69.35	53.40	65.09	66.25	75.00
Long term orientation (1994)	0 (1984) <sup>d</sup>	-	-	-	-	-	-	35.69	41.15	44.81	46.49	42.36	45.36
Long term orientation (1999) <sup>e</sup>	-	-	-	-	-	-	-	39.20	40.56	46.29	46.81	40.48	47.82

a = This score was calculated after correspondence with Mr. Hofstede due to the difference in the Old and New scores on the dimensions of power distance and individualism. This change has been referred to as Adjusted New score i.e. using Adjusted VSM – 94 formula. The scores in brackets of these two dimensions are using the adjusted VSM – 94 formula.

b = Balo. is abbreviated for Balochistan. N.W.F.P stands for North West Frontier Province which had been renamed as KPK (Khyber Pakhtoon Khwa) in 2010.

c = Fata stands for Federally Administered Tribal Areas. F.Born has been abbreviated for Foreign Born. It means a respondent who was not born in Pakistan but is presently residing here.

d = Long-term orientation dimension was added later on in 1984 and calculated then.

e = The score of this dimension was calculated using a different formula that was developed in 1999 and was mentioned in manual of VSM – 94 as revised version 1999. So, this formula was also used to see if it produced different or same results for long term orientation as compared to the formula used in Values Survey Module 1994 (VSM 94).

**Table 3 Provincial, Fata & Foreign Born Ranking Of Old Scores (VSM - 82) & New Scores (VSM – 94 & Adj. VSM - 94)**

Provinces	Power distance	Individualism	Masculinity	Uncertainty avoidance
Balochistan	2 <sup>nd</sup> (5 <sup>th</sup> )	2 <sup>nd</sup>	1 <sup>st</sup> (6 <sup>th</sup> )	1 <sup>st</sup> (3 <sup>rd</sup> )
N.W.F.P	3 <sup>rd</sup> (4 <sup>th</sup> )	1 <sup>st</sup>	5 <sup>th</sup> (4 <sup>th</sup> )	3 <sup>rd</sup> (2 <sup>nd</sup> )
Sindh	4 <sup>th</sup> (2 <sup>nd</sup> )	4 <sup>th</sup>	2 <sup>nd</sup> (5 <sup>th</sup> )	4 <sup>th</sup> (6 <sup>th</sup> )
Punjab	5 <sup>th</sup> (3 <sup>rd</sup> )	5 <sup>th</sup> (3 <sup>rd</sup> )	3 <sup>rd</sup>	2 <sup>nd</sup> (5 <sup>th</sup> )
FATA	6 <sup>th</sup>	3 <sup>rd</sup> (6 <sup>th</sup> )	6 <sup>th</sup> (2 <sup>nd</sup> )	5 <sup>th</sup> (4 <sup>th</sup> )
Foreign Born	1 <sup>st</sup>	6 <sup>th</sup> (5 <sup>th</sup> )	4 <sup>th</sup> (1 <sup>st</sup> )	6 <sup>th</sup> (1 <sup>st</sup> )

*\*New Scores ranking is shown in brackets for comparison. Where there are no scores in brackets it means that, there is no change in the ranking order.*

**Comparison between Hofstede’s Scores, Old Scores and New Scores: Both VSM – 94 +Adj. VSM – 94:**

All four provinces, FATA and foreign-born have been referred to as categories. Table 2 reports that scores of all six categories both for old and new scores corroborated the direction of Hofstedes results in absolute terms confirming strengthening of values Interestingly foreign born ranked (see table 3) extremely on all dimensions (with the exception of being third last on masculinity for old scores). For old scores, although NWFP was showing a collectivist trend but its comparative score was more of an outlier. For new scores, on the uncertainty avoidance dimension, in combined comparison of all six categories, except for Sindh (mediocre with value of 53) the direction was towards high uncertainty. The law and order situation of Karachi especially may be a contributing factor to this score. Only on this dimension, the scores of all four provinces was less than that of Hofstede’s (1980) score of 70. This may be due to the wave of terrorism that the country has witnessed in the past ten years. Despite the values being less than 70, this result was still in support of Hofstede’s finding as the positioning of provinces was very near to 70.

**Analytical Comparison between VSM – 82 and VSM 94 + Adj. VSM - 94**

Foreign born ranked extremely on three out of four dimensions for both VSM – 82 and VSM – 94 in comparison to the provinces and FATA (see table 3). Their scores mostly were outliers (see table 2). Balochistan and FATA were next in the extreme end ranking. The finding about foreign born is in line with literature. National minorities desire retaining their cultural membership strongly (Kymlicka, 1995). Preservation of religion and language is of primary importance

(Kabanankye and Kwagala, 2007). It is a way of expressing their solidarity and social identity. Also, the non – migrants treat the migrants differently and vice versa (Ladegaard, 2012). This is a very important finding. MNC's and employers from countries outside Pakistan will have to bear in mind that Pakistanis when working outside Pakistan will more religiously cling on to their values that they have learned at home.

The comparative purpose of inclusion of VSM – 82 was met (see table 1) as the old scores on all the four dimensions are in the same direction as Hofstede's. This means that at country level there has been a strengthening of the values on these dimensions over a period of 30 years significantly for the power distance dimension. None of the conditions suggested by Ravlin (1998) to produce a change in values were met thus resulting in strengthening of values. Another reason may be that theorists agree that cultures are not static entities, but evolve over time and are a product of interaction with the environment. Therefore, if the environment changes rapidly then the culture may also show a rapid change in the values. Pakistan has not seen much economic or political development in the understudy 30 years. Economic development has been found to provide an explanation of countries value - orientation towards individualism or collectivism (Inglehart & Oyserman, 2004). Thus, confirming Pakistan's low individualism orientation and high uncertainty avoidance score. Masculinity is low in countries with high literacy. Pakistan had a literacy rate of 55% (Pakistan Economic Survey, 2006 -7) in 2006-7 and 60% in 2012-13 (Pakistan Economic survey, 2012-13).

At country level, both old and new scores (see table 1) report that Pakistan is high on power distance, low on individualism (which implies Pakistan being high on collectivism), high mediocre on masculinity, and high on uncertainty avoidance dimension. Except for power distance, there is not much variation in absolute terms. Pakistan's high power distance for both old (68) and new (75) score was near to Hofstede's expected power distance score of 74. This result was in support of the argument warranting this study that power distance score calculated in 1980 may be an understatement. Pakistan is low mediocre on the long-term orientation dimension as per VSM – 94 and VSM – 99 refuting Hofstede's finding of 1984.

On a comparative analysis at country level of the results of VSM – 94, VSM – 82 and Hofstede's (1980) results, it is found that the direction of value orientations does not change although the absolute score values differ. This may simply be because of the different constants used for calculation of scores. The

important area was of direction of results, which remains unaffected, as both the instruments namely VSM – 82 and VSM - 94 do not report contradictory results. The correlation between Hofstede's scores and old scores for national culture was 0.98, between old and new scores was 0.97, and between Hofstede's scores and new scores was 0.91 at country level.

On comparative analysis at provincial level table 3 reports that the ranking order as per new scores on all four dimensions was almost reversed as compared to old score's ranking especially of provinces. The correlation between old and new scores for all six categories on power distance dimension was 0.65, on individualism was 0.40, on masculinity dimension was -0.40, and on uncertainty avoidance dimension was -0.06. These low and negative correlations may be due to the low sample size of three categories namely, Balochistan (26), FATA (8) and foreign born (22). Another reason may be that at country level national culture correlations were calculated and dimensional calculation was not possible as only one country was under study. Further study of multiple countries or regions in this regard using both instruments is required.

This study also tested the set of questions developed for long-term orientation dimension using VSM – 94 and VSM – 99. Table 1 reports that both resulted in very similar scores of 45.36 and 45.85 respectively. Correlation was run between the long term orientation scores of VSM – 94 and VSM – 99 of all the four provinces, FATA and foreign born. It was found to be 0.97 indicating highly significant correlation contributing to the reliability of the questions and thus validity of the results. This study thus tested the new reduced number of questions for tapping long-term orientation and found them valid and reliable based on absolute comparison as well as correlational analysis of the scores.

### **Descriptive Information**

In total, 1071 filled questionnaires (29 %) were received. Only 960 completed questionnaires were included (27 %). Some interesting observations related to the demographic (these demographics are of the four provinces combined but excluding foreign born and FATA category ) variables were made. First, the age group of 25 – 34 formed 66 % of the respondents. They are the successors of the generation, which was measured for national cultural dimensions by Hofstede in 1968 and 1972. The higher age band 34 is exactly the same number of years after which a study on national culture has been conducted in Pakistan.

Second, the average number of brothers is 2.08 and that of sisters is 2.03 with an average of 5.02 children per family. This indicates that men outnumber women

in the existing population, which is in line with the census figures of 1981 and 1998 (Pakistan Economic Survey, 2012-13). The large family size hints towards the collective orientation of the respondents. Third, a large number of respondents are the eldest children (31.8 %) in their birth order followed by the category of second child (19.9 %). Combined they made up 51.7 % of the respondents. The noticeable point here is that usually the eldest child is considered more mature and responsible for looking after his / her younger siblings in the presence as well as absence of his / her parents in the Pakistani society. This group's answers may be a cause of the low individualism score.

Fourth, 64.0 % and 32.8 % of the respondents' educational qualification was post graduation and graduation respectively. Education does not seem to play a moderating role in the scores on the dimensions as the scores on all four dimensions have increased as compared to Hofstede's scores in 1968 – 1972 (see table 1) instead of decreasing as the literacy rate of Pakistan has improved to 60%. Fifth, 89.8 % of the respondents have never been educated in any foreign country so the responses are bias free and very pure from the point of view of measurement of culture. Sixth, the religious orientation of 98.4 % of the respondents is Islam. Therefore, it can safely be stated that the religious source of values of employees is the same.

Seventh, the issue of organizational culture's influence on the responses was suitably addressed as 93.6 % of the respondents were employees having less than or equal to five years experience. Therefore, it is implied that their responses may not yet have been adulterated by the organizational culture of the bank assuming that the bank may have one uniform organizational culture. This percentage also indicates that the bank is either acting as a training academy for the employees or they have a policy or trend of hiring young employees to save perquisites and benefits cost at the higher level. At the same time people in the early years of service, work hard to establish their positions in the organization.

Lastly, 80 % of the respondents monthly income was less than or equal to Rs. 30, 000 per month. The average number of servants was 1.77 or 2 servant per family. This may also be endorsed by the fact that the average number of children per family was calculated to be 5.02. With 76 % approving joint family system, salary around Rs. 30, 000 per month and with such a large family size the number of servants may be justified. Keeping servants is also an indicator of promoting social status inequality. These facts combined again may provide an explanation of low individualism, high power distance and high uncertainty avoidance scores.



## Inferential Statistics

**Table 4 ANOVA results of comparison between demographic and dependent variables**

Demographic Variable	Power distance	Individualism	Masculinity	Uncertainty avoidance	Long term orientation
Rank	√	X	X	√	X
Job Status	X	√	X	X	√
Sex	X	X	√	X	X
Provinces	X	X	X	X	X
Age	X	X	X	X	X
Family Size	X	X	X	X	X
Birth Order	X	X	X	X	X
Education	X	X	√	√	X
Foreign education	√	√	X	X	X
Monthly Income	√	X	X	√	X
Marital Status	X	X	X	X	X
Choice of family system	X	X	√	√	X
Reason for choice	X	X	X	√	X
Experience	X	X	X	X	X
Religion	X	√	X	X	X
Migration – Parents	X	X	X	√	X
– Grand parents	X	X	X	X	X
Servants	√	X	√	X	X
Hawthorne Effect	X	X	√	X	X

A comprehensive picture of the ANOVA analysis is reported in table 4. There was a difference found between the regular employees and contractual employees on the dimensions of individualism and long-term orientation. This difference on both these dimensions is as expected due to the status of their job. Similarly, differences on masculinity dimension based on one's sex is in line with previous research. Countries high on masculinity show large gender culture gaps and socialization is towards traditional gender roles (Hofstede, 2001). Another interesting finding by Smith & Nomi's (2000) is that culture has more influence than subculture, particularly for females. The most important finding was checking for provincial homogeneity, which confirmed that there is no difference in the cultural orientation of all the four provinces on all the five dimensions. This is a very important finding as it confirms that the culture all over Pakistan is homogeneous on all these five dimensions. This finding was not in support of the existence of sub – cultural argument on multi – cultural studies.

Similar to provinces, age, family size, birth order, marital status and

experience were found to be statistically insignificant. This means that there was no statistical evidence to infer that any of these variables influenced the value orientations on any of the five dimensions of national culture. Implied from these results is that the value orientations are relatively stable, as they do not change with age, family size, birth order, marital status or job experience. The non – significance of job experience also direct towards being non - influenced by organizational culture. This finding is in line with prior research as reported in the literature review that national culture values are more influential as compared to organizational culture. Simultaneously, this finding refutes the critique of organizational culture marring the results of national culture.

Another interesting finding was that the education in Pakistan influenced the responses on masculinity and uncertainty avoidance dimension only. One line of reasoning may be that the values on masculinity dimension vary based on sex so may be teachers (who are usually women at least upto the middle school in mostly girls and co – education institutes) of educational institutions have taught the same values. The difference on uncertainty avoidance may be due to the high unemployment rates in Pakistan. Whereas, people who had a foreign education showed significantly different value orientation on the power distance and individualism dimension. Both these results are strong evidences in the direction of education influencing the values of people.

Monthly income was found to be statistically significant for power distance and uncertainty avoidance. Monthly income influencing power distance and uncertainty avoidance is also rational. Less monthly income may mean less risk taking. Similarly, control and power over limited resource i.e., of income may influence the power distribution. Higher income in organization may mean more powerful, authoritative and privileged positions. When further analyzed using Games Howell post hoc test for power distance it was found that there was a difference between the responses of low – income category of employees and high – income category of employees. The same results were found for uncertainty avoidance dimension using Tukey Post Hoc test.

The choice of family system was found to be statistically significant for the masculinity and uncertainty avoidance dimensions. More than 75 % of the respondents had chosen joint family system, which means more influence of women and more promotion of stereotypical values especially based on sex roles as is supported by this study's result of women having different value orientations on masculinity dimension as compared to men. The low-income levels may be a reason for responding differently to the uncertainty avoidance dimension. Also

in the reason for preference of a particular family system, 22 % had chosen security as a reason for choosing joint family system.

Religion was found to influence the values of individualism in line with the Islamic school of thought which promotes Muslim brotherhood. Migration of parents influenced the responses on the uncertainty avoidance dimension but no influence was found if the grand parents migrated. Another important finding was related to having servants at home. Clearly, power distance and masculinity were influenced indicating acceptance of inequality and assigning different roles to people on the basis of social status which again support the conceptual framework of this article. Hawthorne effect was found only on masculinity dimension as people in high masculine countries place great value on being best and on achievement. Therefore, respondents may have felt important on being part of the survey.

## **Discussion**

### **Summarized findings**

This paper provides Hofstede's five dimensional theory – driven empirical investigation of national culture values in Pakistan. The study was at the cognitive level of values ignoring the artifacts level differences that exist in the four provinces. This study was en-routed to address three questions. The first question investigated the present national culture of Pakistan at the country level and at the provincial level. The national culture scores at country level revealed Pakistan to be a country high on power distance, low on individualism, mediocre on masculinity, high on uncertainty avoidance and low mediocre on long term orientation. The scores on first four dimensions supported Hofstede's study (1980) scores. Secondly, strengthening of values of national culture over the past 34 years since 1968 – 72 was found. The reason for Pakistan's culture being in the same direction as Hofstede's study but with strengthening of values may be that the environmental factors that may influence a change in national culture have deteriorated rather than improved. Right from the Mughal era the local population was poor whereas those in positions of power enjoyed an easy life .33 % of Pakistan's population is living below poverty line (Human Development Report, 2009, 177, 179). Corruption existed even in the British rule and it has increased multifold in 2014. According to transparency international ranking, Pakistan's 2013 Corruption Perception Index (CPI) score is 28 ([www.transparency.org](http://www.transparency.org)). Out of 177 countries, it ranks as the 43rd most corrupt country in the world. During the colonial period, the Indian sub – continent was highly populated and even in 2014, Pakistan is the sixth most populous country of the world.

The second question was to determine whether the national culture is homogenous or heterogeneous. Similar scores obtained at provincial level as well as using ANOVA test to check for sub cultural variation represented the presence of a homogenous national culture not in line with the existence of sub – cultural argument reported in literature which itself is not based on any empirical examination of sub cultures. This paper was the first to cater to this critique and has found results to the contrary. The reason for a homogenous culture may be explained by Islam's (2004) argument that in societies or organizations the material aspect of culture is easy to change as compared to the non – material aspect as it is more ingrained in individuals. Therefore, when researchers say that a country A has subculture b and c, they are unconsciously referring to the artifact level differences and not to the cognitive level homogeneity / heterogeneity on these values of people belonging to the same nation. Another reason identified by Huntington (1993) may be that the cultural differences are a product of centuries and will not disappear rapidly.

The third questions dealt with the issue of validity and reliability of VSM – 82 and VSM – 94. This study tested VSM – 94 in the cultural context of Pakistan and found it a reliable instrument as it tapped the cultural values in the same direction as VSM – 82. This study also tested VSM – 99 for measuring long term orientation. It was found to be valid and reliable. This result was a methodological contribution towards testing a revised standardized instrument in real world setting. Eighteen demographic variables were included as controls in the national culture study because of their possible influence on work behavior and national culture values. Out of these control variables, age, family size, birth order, marital status and experience resulted in no significant evidence of differential dimensional orientation.

### **Implications for HR Managers**

At the organizational level, national culture differences are an important source of legitimacy in human relations and work environments having many consequences for management practices. A most recent example in Pakistan was the devolution of powers at the local government level replacing the British introduced Deputy Commissioner (DC) system. While writing about management in British India and its dominant features, one of the features was that, the British had tried to impose their system by separating the executive and judiciary at the district / country level but then had to revert back to centralized combined control as their system was causing problems . The same happened when devolution was introduced in Pakistan and then the government had to revert to the original system introduced by the British, which was accepted in this part of the world.

This again endorsed that values in Pakistan have not changed but strengthened. Secondly, the British were forced to introduce a system that fitted the cultural environment of the sub – continent. The reason for failure of administration is applying modern concepts to a very traditional society. Furthermore, the findings of this research will help human resource managers in better understanding the Pakistani workforce who are working especially in multinational companies outside of Pakistan.

### **Directions for Future Research**

An area that needs to be probed further is improving of formulas as is dicussed in results section that adjusted formulas after consulting Mr. Geert Hofstede had to be employed. Additionally, if teachings of Confucius can lead to determining a fifth dimension then the importance of the major population’s religion cannot be excluded while determining culture. Based on this argument another avenue of future research can be the study of “religiosity” as an additional dimension in the national culture theory framework. A further study is warranted that identifies the value system of Islam and then measures, compares and contrasts them with any one or more Islamic country / ies.

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## **Analysis of Digital Democracy's Promotion Through Social Media**

**Anwar Zeb\*, Mamoon Khan Khattak\*\*, Humera Jamal\*\*\* and Amin Khan Khattak\*\*\*\***

*Today is the era of greater struggle for the greater human freedom, while in this context the globalization, internet and social media had played a significant role. The main objective of the study was to make "Analysis of Digital Democracy's Promotion Through Social Media". The universe of the study was graduate students of three major universities of Khyber Pakhtunkhwa i.e. University of Agriculture Peshawar, University of Peshawar and in Islamia College University, Peshawar. A sample size of 338 out of total 2922 students was drawn out with proportionate random sample on the basis of criteria mentioned by Sekaran (2003). The data was analyzed through (SPSS). The respondents were the enrolled students in MPhil and PhD degree programs. Majority i.e. 72.2 percent respondents agreed that social media has empowered people to help political parties to devise right plans. Similarly, 73.4 percent respondents agreed that digital democracy has accelerated the policy making processes. Furthermore, 65.7 percent respondents agreed that providing forums for debates on social media for public has helped government to devise sophisticated laws. The study recommends that today's political leaders and political workers must understand the potential of social media. Monitoring mechanism should be devised that monitors the blogs and posts on social media along with strong cooperation between the organizations.*

**Keywords:** *Social media, Digital Democracy, Students Community and Politics.*

### **Introduction**

Social media is a term used for internet (web based tools) that provide such kind of services that let the users to rate, create, and share information as well.

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This tool i.e. “social media” is known as social because this enable human beings to create, share and communicate knowledge with each others (Murwe & Muller, 2011).

The online sites have the utility of helping in communicating online for information, collaboration and participation are called social media (Patten, Houghten & Newson, 2008). The networks that are known as social media means a platform on the internet where people exchange, converse and split (share) their thoughts, there are contests on beliefs to toughen their social relationships. Social media is a platform where users can freely interact, shares and chat with one another`s live, they uses modern words that are devised by social media, sharing pictures, audio and short video films. On such internet websites people and different groups build and share information and keep themselves engaged i.e. person to person chats. Thousand of types are there in which they appear like micro blogs, blogs messages, a lot of forums networks that are social in nature, virtual based worlds, wiki`s, tagging, news, writings, storytelling that are digital, social book marking, information, networks, sharing of videos and images, portals, and intelligence sharing. Some of the famous social media networks are Facebook, Twitter, YouTube, Flickr, Linkedin, MySpace, Typepad, Ebay, Wikipedia, Livejournal, Wikidot, Blogger, Secondlife, Wetpaint, Digg, Reddit, Del.icio.us, Lulu, WordPress and several others (Curtis, 2012).

Social media has developed new terms one of which is Digital democracy. The term digital democracy is defined as the use of democracy on social media i.e. digital media online or offline for political purposes. Online chatting with political leaders and about political reasons have emerged the term of Digital democracy, from online we meant mobile, computers etc. it is the newest form used for political purposes on digital media that is also known as e.democracy. Digital democracy helps in information sharing, solutions, exchanges with governments, public administrations, political leaders, public and organizations. Digital democracy in real is while users are commenting on the blogs written by parties and they are free to express, everyone can express (Dijk, 1996). The term digital democracy is emerged due to social media that interprets the digital media online and offline political communication. It also enhances and support public debates and community information with area providing a democratic platform.

Having a lot of interaction with followers help in strengthening the relations with parties, voters and political programs. Researchers has smelled the taste of success of new media that it can bring change and it has given birth to new political communication that is completely different from its ancestors (Robert,

1996). Due to which the process of political communications are changed and it had even given a new shape to terminology of democracy i.e. now known as digital democracy (Kees, Brants, and Peter Neijens, 1998).

Every eye has witnessed the role of social media in provision of platforms/forums for discussions it has evolved with a new term “digital democracy” which is clearly different from the former conventional media. It is a new thing in Pakistan that political parties are using social media for interaction, most of them believed that social media is a legitimate source of information sharing or winning election for them. After witnessing other countries they are bending toward and are practically posting their mandates on social media and are attracting new voters. So the new digital technology grants us variation in participation of the forums for political purposes. This digital technology has crossed the physical, geological, demographic boundaries. Digital democracy has enabled the marginalized people to raise their voices against all odds (Kamalipour, 2010). The success key for social media is its democratic nature. Digital democracy have helped leaders to realize their job and job description and had speed up the process of democratization, injected energy of information sharing, raised against inequalities, and helped a lot in motivation of political representatives. Political contents has been improved by Digital Democracy and helped in recovery of information, trade between governments, in administrating of public organizations, and its citizens. The major function of digital democracy is its support of public debates and formations of community on social media on an idea. Political decisions making process is now controlled by followers due to digital democracy very easily. Democratic processes are becoming clearer (Dijk, 2013).

Having the factor of entertainment youth is always there and there they are easy to be attracted for political participations on social media. That is obvious that Facebook, YouTube, Twitter, and other so many social networking sites are helping us in accessing political party's profiles. And it has a huge amount of space for new comers to join. Anyhow this tool i.e. digital democracy has its real presence where everyone can come, join and comment what the user think is good and what is bad for him. But it is true that the youth is not much involved in the politics as it was expected on social media. The youth participation has a very strong role in development of a society and their community as well. Keeping the importance of youth participation for political reasons they must be motivated for participation by arranging certain programs for them. Contribution in communal and political life is thought to be basic in persuading democratic processes (Fishkin, 1995; Habermas, 1996).

Governments, organizations, protesters and politicians are now aware of the power of social media. Facebook, Twitter, YouTube and social networking sites have constituted especially the young ones to participate in politics. Screen culture is new for them and they need to cash the success that came from digital democracy. If you are on social media then state has very less power to control you. One can bring any one for accountability and ask him questions. The short messaging services SMS upon Twitter, Youtube, Facebook and other social networking sites have opened the gate of digital democracy for users and the new media can put a mandate of political party upside down (Giroux, 2009).

Public awareness through digital democracy has motivated people for mobs, regimes, activists, protestors, movements, and civil societies against any political party or governments. And it is all possible due to digital media and digital democracy (Etling et al, 2010).

## **Methodology**

The nature of the research is descriptive: it analyzes the role of social media in promoting digital democracy. The following three named universities were the universe of the study that includes University of Agriculture Peshawar, University of Peshawar and Islamia College University Peshawar. The target respondents were the graduate students enrolled in MPhil/PhD degree programs from these Universities.

## **Sampling Design**

A simple random sampling methodology was used to select respondents for the purpose of data collection. The formula of proportion allocation was used for the sample size to be drawn out from the total number of population. As the total number of population was 2922. “122 from University of Agriculture Peshawar”, “128 from University of Peshawar” and “88 from Islamia College University Peshawar” were selected for data collection. So the total sample size of respondents 338 and were randomly drawn out on the basis of criteria mentioned by Sekaran (2003).

The formula of proportional allocation method is given below,  $n_i = n \cdot N_i / N$  (Chaudry, 1996)

$n$  = sample size of total population

$n_i$  = sample size of each population

$N_i$  = no of the respondent in each University

$N$  = total number of enrolled Students (MPhil/PhD)

Now putting the values in the formula

$$\text{University of Agriculture Peshawar} = \frac{1054}{2922} \times 338 = 121.87 = 122$$

$$\text{University of Peshawar} = \frac{1109}{2922} \times 338 = 128.23 = 128$$

$$\text{Islamia College University Peshawar} = \frac{759}{2922} \times 338 = 87.76 = 88$$

**Table:1 Sample taken from each university**

S.No	Name of University	Population size (N)	Sample size (N)
1	University of Agriculture Peshawar	1054	122
3	University of Peshawar	1109	128
2	Islamia College University Peshawar	759	88
TOTAL		2922	338

### Data Analysis

The collected data was analyzed by using a computer program i.e. Statistical Package for Social Sciences (SPSS). The data collected was transferred on that program, frequencies and percentages were drawn on the basis of data entered in the data base of SPSS.

### Tool of Data Collection

The tool use for data collection was a closed ended structured questionnaire with the total number of hints i.e. three. That is also known as three Lickert scale.

### Results and Discussions

The following data was collected through questionnaire from the respondents. The data was tabulated and described in descriptive form.

**Table-2: Frequency and percentage distribution of respondents on the basis of digital democracy N=338**

Questions	Yes	No	Uncertain	Total
Social media has empowered people to influence political parties to devise right democratic policies for them	244 (72.2%)	78 (23.1%)	16 (4.7%)	338 (100%)
Digital democracy speed up the policy making process	248 (73.4%)	72 (21.3%)	18 (5.3%)	338 (100%)
Digital democracy improves public examination of political information	244 (72.2%)	72 (21.3%)	22 (6.5%)	338 (100%)
Digital democracy helps in policy making on public's will	254 (75.1%)	66 (19.5%)	18 (5.3%)	338 (100%)

Digital democracy assist organizations cooperation in devising plans	219 (64.8%)	96 (28.4%)	23 (6.8%)	338 (100%)
Digital democracy let Public debate democratically day by day	226 (66.9%)	100 (29.6%)	12 (3.6%)	338 (100%)
Digital democracy is making community formations to unite them on public issues	229 (67.8%)	94 (27.8%)	15 (4.4%)	338 (100%)
Social media is refining democratic processes by authorities	231 (68.3%)	89 (26.3%)	18 (5.3%)	338 (100%)
Providing forums for debates help authorities in analyzing democratic policies by public upon social media	222 (65.7%)	103 (30.5%)	13 (3.8%)	338 (100%)
Digital technology have empowered the marginalized (neglected groups) to express democratically	231 (68.3%)	88 (26%)	19 (5.6%)	338 (100%)

*\*value in the table present frequency while values in the parenthesis represent percentages proportion of the respondents.*

## Description

The majority i.e. 72.2 percent respondents were agreed with the statement that social media has empowered people to help political parties to devise right plans while 23.1 percent were not agreed with the statement and 4.7 percent were uncertain. Political party's plans and decisions are influenced by social media. Similarly, political parties have employed social media in which they interact with their followers and discuss future plans (Al-Qaraghuli et al, 2013). The 73.4 percent respondents were supporting the statement that digital democracy has accelerated the policy making processes while 21.3 percent had negated the statement and 5.3 percent were uncertain. As we can see the competition of griping the vote bank on social media is heated due to which political parties are adopting gentle and new modern techniques. Furthermore, online discussions upon social media have enhanced policy making processes for government and political parties (Reedy and Wells, 2009). The 72.2 percent respondents were supporting the statement that social media have improved the scrutinizing of the political parties while 21.3 percent were not agreeing with the statement, on the other hand 6.5 percent were uncertain. On social media followers are more critical than public which is helpful for followers to control their parties mandate according to their will. According to Ho (2011) China have taken some strong actions after the revolts raised due to social media.

In addition to, 75.1 percent of respondents agreed with the statement that social media is helping people to make a policy by political party that is according to the public will while 19.5 percent were not support of the statement and 5.3



percent were uncertain about the idea. Through social media public are free to comment on political party's blogs which helps people to influence the decisions that the people want. Similarly, the social media has played its part in Iranian Presidential elections (Bazzi, 2009). In addition, 64.8 percent respondents said about the statement that social media help organizations to devise a plan, on the other hand 28.4 percent negated the statement, while 6.8 percent were uncertain regarding the statement. All organizations make plans but they do not know whether the public will accept it or not. Then they post their plans on social media and people comment on those posts and help the organizations to bring the changes which the public wants. According to Rogers (2010) the party's main purpose for posting blogs are to make it clear that what should be the next plan to work on. The 66.9 percent respondents supported the statement that social media let public express their views democratically while 29.6 percent viewed in contrast to the statement, on the other hand 3.6 percent were uncertain about the statement. Public is free here to express and can comment on almost every blog of the parties. Furthermore, Arulchelvan (2014) suggested that in cyber world the followers are free to express regarding their political parties and their policies.

The 67.8 percent of respondents were of the view that social media has united people on one platform, while 27.8 percent had negated the statement and on the other hand 4.4 percent were uncertain regarding the statement. Social media has helped people to get under same roof to unite and express what they wanted to be done. We are all aware of the fact that how President Obama had united his followers that caused him a win (Payne, 2009). Similarly, 68.3 percent respondents had supported the statement that social media has helped to refine the decisions, while 26.3 percent were not in the support of the statement and 5.3 percent were uncertain about the statement. Social media let people to express a lot which help us to have a refine idea to follow and implement. Similarly, social media have helped refining the policies and results (Dijk, 2013). Furthermore, 65.7 percent respondents were agreeing to the statement that providing forums for debates on social media for public has helped government to devise a sophisticated law, while 30.5 percent had negated the statement, and 3.8 percent were uncertain about the statement. Government can also take the help from social media while devising some public laws. There are always some negative aspects of the side as well when Iran banned Whatsapp, India banned YouTube and China Banned Facebook because they were also used for cyber crimes (Ho, 2011). In addition, the statements results i.e. 68.3 percent respondents accepted the statement that social media have helped the marginalized groups to raise their voices while 26 percent had negated the statement and 5.6 percent were uncertain

regarding the statement. Social media is the only forum build for the marginalized to express what they are asking for. The group of people that were always considered to be of lower class. This group has got their source to raise their voice. And stand for their rights.

### **Conclusion and Recommendations**

It is concluded from the study that social media has helped the people to reach their call till parliaments. It has helped in scrutinizing the governmental processes democratically. It has also helped in administrating the public issues. Digital democracy is the only platform that has given people a hope through which their calls can reach to their elected candidates. Digital democracy has proven its importance in Arab springs, western presidential elections, and has given a chance to the people of the east to arise for their rights.

It is recommended, based on the study, that there shall be respect for other's opinion on digital democracy. Our politicians may introduce themselves and discuss their interests while using social media.

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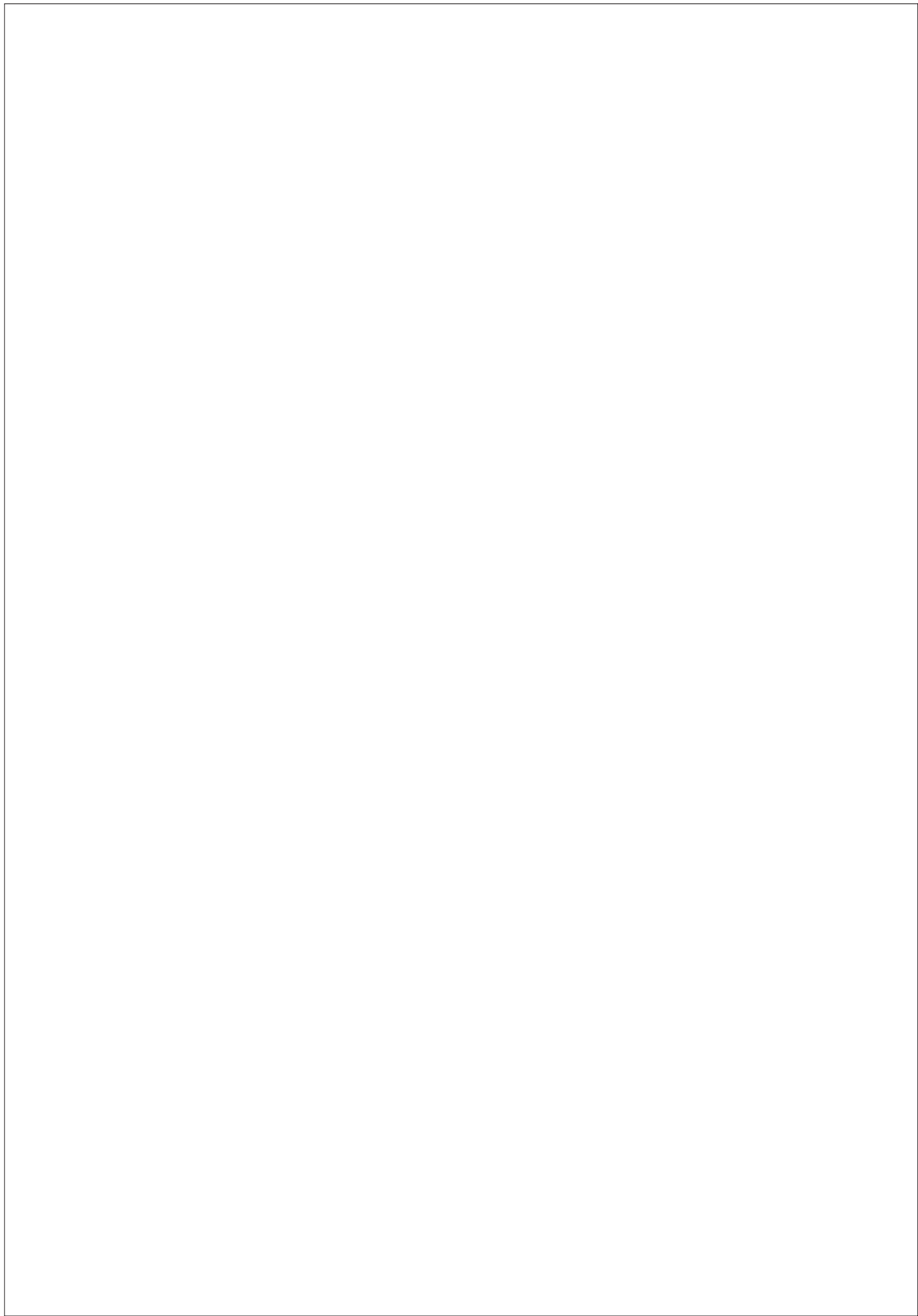
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