

KASHIF RATHORE



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House no. B-7, Residential Colony, Punjab University, New Campus, Lahore

EDUCATIONAL QUALIFICATION

- PhD – Leadership & Participatory Development , University of Birmingham, UK 2013
- MPA (Master in Public Administration), University of the Punjab 1992
- B.Sc. - University of the Punjab 1990

TEACHING & RESEARCH EXPERIENCE

Institute of Administrative Sciences, University of the Punjab

- Professor 30.05.2022 to date
- Assistant Professor 25.06.2004 to 29.05.2022
- Lecturer 15.09.1997 to 24.06.2004
- HEC Approved Supervisor Since 03.12.2019

ADMINISTRATIVE EXPERIENCE (UNIVERSITY OF THE PUNJAB)

- Director, Institute of Administrative Sciences 11.03.2024 to date
- Director, Human Resource Development Center 30.05.2022 to 10.03.2024
- In-charge, Human Resource Development Center 02.03.2021 to 29.05.2022
- In-charge, Institute of Administrative Science 08.07.2019 to 27.12.2020
- Coordinator Evening Programs 01.03.2014 to 07.07.2019
- Superintendent of Undergraduate Boys Hostel, PU 07.01.2002 to 22.03.2008
- Assistant Superintendent, Boys Hostel No. 17, PU 01.12.1997 to 06.01.2002

EDITORIAL EXPERIENCE

- Editor-in Chief, Governance and Management Review Journal 08.07.2019 to 15.03.2021
<http://pu.edu.pk/home/journal/37/Editorial-Board.html> 11.03.2024 to date
Institute of Administrative Sciences, University of the Punjab
- Reviewer, Journal of Management and Research
University of Management and Technology

INTERNATIONAL EXPERIENCE

- Quran and General Ethics Teacher 2009 to 2012
Qadria Trust—Mosque and Community Education Center
26-Alferd Street, Birmingham B12 8JL, UK.
- Teaching Assistant with Dr. Adrian Campbell, 2010 to 2011
Senior Lecturer, International Development Department,
University of Birmingham, UK.

COURSES TAUGHT

- | | |
|-------------------------------------|---------------------------------------|
| ▪ Organization Change & Management | ▪ Research Design & Methods |
| ▪ Leadership Theory & Practice | ▪ Innovation in Public Administration |
| ▪ Organizational Behavior & Design | ▪ Science of Global Challenges |
| ▪ Human Resource Management | ▪ Analysis of Financial Statements |
| ▪ Total Quality Management | ▪ Introduction to Sociology |
| ▪ Marketing Management | ▪ Government and Society in Pakistan. |
| ▪ Comparative Public Administration | ▪ Environmental Management |

RESEARCH SUPERVISION AT IAS, PU

PhD

1. Women and Top Leadership Positions in Public Sector Universities of Pakistan: A Multiple Perspective Approach. PhD Thesis (in Progress), Session 2015-19, Bushra Shafqat.
2. Socialization and Knowledge sharing: Moderating Effect of Mobile technology in Research and Development Organizations. PhD Thesis, Session 2014-2018, Adnan Sial.
3. The Influence of Workforce Diversity in Contextual Performance in Civil Services of Pakistan. PhD. Thesis, Session 2014-2018, Zahra Ishtiaq Paul.
4. Influence of Entrepreneurial Leadership Competencies and Intentions on SMEs Performance in Pakistan. PhD Thesis, Session 2018-2022, Mukkaram Ali Khan.
5. The Role of Political & Executive Leadership in Sustenance of Local Government Reform in Punjab, Pakistan. PhD Thesis (Evaluation in Process—Awaiting Viva), Session 2017-21, Kashif Ali.
6. Performance of Public Sector Organizations of Pakistan: Towards a Comprehensive Model. PhD. Thesis (Evaluation in Process—Awaiting Viva), Session 2016-20, Moin Zafar.

7. Sustaining Organizational Change in IT Sector of Pakistan: Role of Psychological Capital and Positive Emotions. PhD Thesis (in Progress), Session 2017-21, Irfana Nasreen.

MS/MPHIL

1. How Social Media Use for Tacit Knowledge Sharing Effect the Innovation Capability of an Employee: A Study of IT Companies in Lahore, Pakistan, 2018, (Completed in 2020).
2. The Impact of Cross Cultural Recruitment on Organizational Productivity. MPhil Thesis, 2017 (Completed in 2020).
3. The role of ICT and Innovation in Enhancing Organizational Performance: The Catalyzing Effect of Corporate Entrepreneurship. MPhil. Thesis, 2017 (Completed in 2020).
4. A Study of the Effect of the Work Engagement on the Team Performance in Manufacturing Industry, Mediated by Work Turnover Intensions and Moderated by Shared Job Crafting. MPhil. Thesis, 2017 (Completed in 2020).
5. Academic Leadership and Organizational Change: A Quantitative Study of How Adaptive Leadership can Stimulate Change in Higher Education Institutions. MPhil. Thesis, 2017 (Completed in 2020).
6. Role of Education, Institution and Society in the Development of Transformational Leadership in University Students. MPhil. Thesis, 2017 (Completed in 2019).
7. Evaluating Internal Control Systems through Stakeholder Employees as Agents of Corporate Governance in Public Sector Organizations. MPhil. Thesis, 2017 (Completed in 2019).
8. Analysis of Skill Gap for Technical Graduates: Managerial Perspective from Industry & Assessing role of TVET in Achieving Related Sustainable Goals for Pakistan. MPhil. Thesis, 2017 (Completed in 2019).
9. Relationship of Intellectual Capital and Financial Performance of Firms. MPhil. Thesis, 2017(Completed in 2019).
10. The Effect of Participative and Supportive Leadership Influence Affective Commitment of Associates towards the Employing Firms? Evidence from Law Firms in Punjab. MPhil. Thesis (Completed) 2017.
11. Leader-Member Exchange and Organizational Citizenship Behavior Contextual Study with Effect of Leader Power Distance and Work-group Task Interdependence. MPhil. Thesis (Completed) 2017.
12. Digital Era Governance Augmentation: Impact of Surveillance Cameras on Street Crimes. MPhil. Thesis (Completed) 2016.
13. Relationship between Transformational Leadership and Innovativeness: The Mediating Role of Knowledge sharing, Pro-activeness and Risk Taking. MPhil. Thesis (Completed) 2016.
14. The Relationship between Women Entrepreneurial Human Capital and Risk Taking Behavior: Mediating Role of Self-Efficacy. MPhil. Thesis (Completed) 2016.

15. Influence of Level 5 Leadership on Organization Citizenship Behavior of Employees – Mediating Role of Organizational Dissent. MPhil. Thesis (Completed) 2016.
16. Transformational Leadership and Organizational Learning Capability with Mediating Role of Perceived HRM Effectiveness: An Empirical Analysis of Software Industry of Pakistan. MPhil. Thesis (Completed) 2016.
17. The Relationship of Leader's Emotional Intelligence and Employee's Turnover Intention. Moderated Mediation of Leader-Member Exchange and Perceived Organizational Support. MPhil. Thesis (Completed) 2015.
18. An Examination of Benevolent Leadership and Organizational Citizenship Behavior in Software Industry of Pakistan. MPhil. Thesis (Completed) 2015.
19. Influence of Stigma on Employee's Self Efficacy and Performance at Workplace in Public Education Sector of Pakistan, MPhil. Thesis (Completed) 2015.
20. Factors affecting Service Sectors' Contribution to GDP in Pakistan. MPhil. Thesis (Completed) 2016.
21. Predictors of Citizen Satisfaction with Local Police: The case of Lahore District Police. MPhil. Thesis (Completed) 2014.
22. Factors Influencing success of Information Technology Implementation in Small and Medium Enterprises of Pakistan. MPhil. Thesis (Completed) 2014.
23. The Influence of Leadership Styles on Employees Performance under Perceptions of Organizational Politics: A study of Telecom Sector in Pakistan. MPhil. Thesis (Completed) 2014.
24. The Relationship between User Participation & Project ERP Success: The Mediating Role of User Involvement. MPhil. Thesis (Completed) 2014.
25. Relationship between Job Related Factors and Work-Life Balance and its Influence on Motivation to work. MPhil. Thesis (Completed) 2014.
26. Impact of office Automation on Employee Motivation: The case of Punjab Civil Secretariat. MPhil. Thesis (Completed) 2013.
27. Changing Trends of Higher Education among Female students: The Case of University of the Punjab. MPhil. Thesis (Completed) 2013.
28. Factors influencing Work-Life balance in Software Houses in Lahore and Islamabad. MPhil. Thesis (Completed) 2013.
29. Women Participation in Trade Unions: A Multivariate Analysis of Power Sector in Lahore City District. MPhil. Thesis (Completed) 2013.
30. Career by Chance or by Choice: Investigation of Factors affecting Career Choice of Youth among University of the Punjab HCC, IAS and IBA Graduates. MPhil. Thesis (Completed) 2012.

31. Performance Evaluation of Bus Rapid Transit system (A Case Study of Lahore BRT). MPhil. Thesis (Completed) 2012.
32. Relationship of Extra-curricular Activities & Exam Performance: Mediating Role of Attendance. MPhil. Thesis (Completed) 2012.
33. An Investigation of Leader-Member Exchange, Its Antecedents and Outcome: The Moderating Effect of Gender, Interaction Time and Frequency. MPhil. Thesis (Completed) 2012.
34. Examining the relationship between perceived fairness of performance appraisal system and organizational commitment (Affective Commitment). MPhil. Thesis (Completed) 2012.
35. Factors Contributing to Workplace Security of Female Nursing Staff in Public Sector Hospitals in Lahore District. MPhil. Thesis (Completed) 2012.
36. Influence of Organizational Support for Training, Training Appropriateness and Supervisory Support on Career Development in Private Sector Banks in Lahore. MPhil. Thesis (Completed) 2012.

PUBLICATIONS

1. Khan, M. A., Rathore, K., Zubair, S. S., Mukaram, A. T., & Selem, K. M. (2024). Encouraging SMEs performance through entrepreneurial intentions, competencies, and leadership: serial mediation model. *European Business Review*, 36(2), 271-289.
2. Zafar, M. M., & Rathore, K. (2024). Factors Driving Performance of Public Sector Organizations (PSOs): A Systematic Literature Review. *Journal of Excellence in Social Sciences*, 3(1), 12-29.
3. Nasreen, I., Rathore, K., & Jabeen, N. (2024). Unpacking Psychological Capital: A Systematic Review of Hope, Optimism, Resilience, and Self-Efficacy in the Workplace. *Journal of Excellence in Social Sciences*, 3(3), 191-203.
4. Paul, Z. I., Rathore, K., & Sial, M. A. (2023). Linking workforce diversity and contextual performance: The mediating role of interpersonal conflict and moderating role of supportive leadership. *Pakistan Journal of Commerce and Social Sciences (PJCSS)*, 17(1), 66-91.
5. Kanwal, F., Ayub, U., & Rathore, K. (2023). Triple Bottom Line Corporate Sustainability and Organizational Performance: The Mediation of Employees Work Engagement. *Journal of Quantitative Methods*, 7(2), 1-34.
6. Ali, K., & Rathore, K. (2023). Tracing the tapestry: A comprehensive chronicle of local governance evolution in Pakistan. *Journal of Management Info*, 10(4), 332-341.
7. Sarfraz, R., Rathore, K., Ali, K., Khan, M. A., & Zubair, S. S. (2022). How level 5 leadership escalates organizational citizenship behaviour in telecom sector of Pakistan? Exploring mediatory role of organizational dissent. *PloS one*, 17(10), e0276622.

8. Khan, M. A., Zubair, S. S., Rathore, K., Ijaz, M., Khalil, S., & Khalil, M. (2021). Impact of Entrepreneurial Orientation Dimensions on Performance of Small Enterprises: Do Entrepreneurial Competencies Matter?. *Cogent Business & Management*, 8(1), 1-18.
9. Mukaram, A.T., Rathore, K., Khan, M.A., Danish, R.Q. and Zubair, S.S. (2021). Can adaptive–academic leadership duo make universities ready for change? Evidence from higher education institutions in Pakistan in the light of COVID-19. *Management Research Review*, 44(11), 1478-1498. <https://doi.org/10.1108/MRR-09-2020-0598>
10. Kazmi, S., Kanwal, F., Rathore, K., Faheem, K., & Fatima, A. (2021). The Relationship Between Transformational Leadership and Organisational Learning Capability with the Mediating Role of Perceived Human Resource Effectiveness. *South Asian Journal of Human Resources Management*, 8(1), 133-157.
11. Asif, A., & Rathore, K. (2021). Behavioral Drivers of Performance in Public-Sector Organizations: A Literature Review. *SAGE Open*, 11(1), 1-12.
12. Zaki, N., Rathore, K., Sial, M. A. & Paul, Z. A. (2020). Understanding the Role Performance Through the Lenses of Talent Management and its Facets. *International Journal of Management and Emerging Sciences* 10 (4), PP. 37-47.
13. Khan, M. A., Rathore, K. & Sial, M. A. (2020). Entrepreneurial Orientation and Performance of Small and Medium Enterprises: Mediating Effect of Entrepreneurial Competencies. *Pakistan Journal of Commerce and Social Sciences*, 14 (2), 508-528.
14. Younus, S., Qaiser, R. D. & Rathore, K. (2020). Destructive Leadership and Counterproductive Work Behavior with Mediation Mechanism of Information Silence: Evidence from Tanner Sector of Pakistan. *International Review of Management and Marketing* 10(4), 83-88.
15. Hanif, M. Z., Hanif, A., Ata, G. & Rathore, K. (2020). Formal and Multiple Autonomies in State-Owned Enterprises in Pakistan: An Analysis of formal and Actual Status. *Journal of Political Studies* 27(1), 143-157.
16. Rathore, K., Khan. M. A. & Chawla, M. I. (2020). Challenges and Opportunities of China Pakistan Economic Corridor (CPEC) for Pakistan: A Human Resource Development (HRD) Perspective (1970s to 2018). *Pakistan Vision*, 21(1), p. 299-318.
17. Mahmood, Z., Rathore, K., Ejaz, A. & Zaheer., L. (2019). A Reappraisal: Civil-Military Relations in Pakistan, 2008-2013. *Journal of the Research Society of Pakistan*, 56(2), p. 131-141.
18. Paul, Z. I., Rathore, K. & Sial, M. A. (2019). Reviewing the Workforce Diversity in Public Administration: A South Asian Perspective (1975—2019). *Journal of Political Studies*, 26(2), p. 203-234.
19. Sial, M. A., Rathore, K. & Khan, M. A. (2019). Leveraging Tacit Knowledge Sharing behaviour in NGOs-Run Elementary Schools in Punjab, Pakistan: Investigating the role of

Ethical Climate and Organizational Commitment. *Journal of Elementary Education*, 29(1), p. 77-94.

20. Kanwal, F., Rathore, K. & Qaisar, A. (2019). Relationship of Benevolent Leadership and Organizational Citizenship Behavior: Interactional Effect of Perceived Organizational Support and Perceived Organizational Politics. *Pakistan Journal of Commerce and Social Sciences*, 13(2), p. 283-310.
21. Rathore, K., Shahid R., Ali, K. & Saeed, A. (2019). Factors Affecting Service Sectors' Contribution to GDP in Pakistan. *Pakistan Vision*, 20 (2), p. 175-190
22. Rathore, K., Hassan, S. S., Nasreen, I., & Ali, K., (2019). Workplace Violence against Female Nurses in Public Sector Hospitals in Lahore, Pakistan. *Pakistan Vision*, 20 (1), p. 126-135.
23. Jamil, J., Rathore, K., Qaiser, A. & Fizza K. (2019). Does Perceived Organizational Support Influence Organizational Citizenship Behavior? Evidence from Telecom Sector in Lahore, Pakistan. *Pakistan Vision*, 20 (1), p. 48-69.
24. Rathore, K., Ali, K. & Sherazi, F.S. (2019). Impact of Office Automation on Employee Amotivation: The Case of Punjab Civil Secretariat. *Paradigms (UCP)*, 13(2), p.144-150.
25. Qaisar, A., Sial, M. A., & Rathore, K. (2018). Understanding Impulse Buying Behaviour of Customers Through the Lens of Different Marketing Related Promotional Practices. *Journal of the Punjab University Historical Society*, 31(1), p.23-35.
26. Khalid, A., & Rathore, K. (2018). Mediating effect of work-life balance on work motivation of post-graduate trainee doctors in public sector hospitals: Evidence from Pakistan. *Pakistan Economic and Social Review*, 56(1), p.93-119.
27. Rathore, K., Chaudhry, A. Q., & Azad, M. (2018). Relationship between co-curricular activities and exam performance: Mediating Role of Attendance. *Bulletin of Education and Research*, 40(1), p.183-196.
28. Saeed, A., Sajid, H., Ata, G., Rathore, K. & Sami, A. (2017). Making Sense of Current Power Policies in Pakistan. *Journal of Managerial Sciences, Future of Marketing and Management (FMM 2017)* 11(3), p.457-474.
29. Nasreen, I., Rathore, K., & Ali, K. (2017). Workplace security of female nurses: predicting factors perceived in public sector hospitals in Lahore. *Professional Medical Journal*, 24(1), p.150-165.
30. Rathore, K., Khaliq, C. A. & Aslam, N. (2017). The influence of leadership styles on employees' performance under perceptions of organizational politics: A study of telecom sector in Pakistan. *International Journal of Management Research and Emerging Sciences*, 7(1), p.106-140.
31. Kaleem, R., & Rathore, K. (2017). Trends of higher education among female students: The case of University of the Punjab. *Governance & Management Review*, 2(1), p.1-25.

32. Saeed, A., Zulfiqar, S., Ata, G., & Rathore, K. (2015). Impact of globalization and the role of international agencies in education policy making process of South Asian countries-a case of Pakistan. *South Asian Studies*, 30(2), p.297-316.
33. Rathore, K., Shaukat, S., Ali, K., & Haroon, A. (2015). The mediating impact of self-confidence on relationship of perceived formal support and entrepreneurial intention in the education sector of Pakistan. *International Journal of Management Research and Emerging Sciences*, 5(1), p.87-110.
34. Rathore, K., & Ali, K. (2015). Evaluation of Lahore Bus Rapid Transit System. *International Journal of Management Sciences and Business Research* 4(10), p.138-148.
35. Asif, A., Ansari, N., & Rathore, K. (2015). Empirical relationship of big five personality traits and affective commitment among the public sector employees. *International Journal of Management Sciences and Business Research* 4(11), p.1-08.
36. Rathore, A. H., & Rathore, K. (2014). State of health: Assessment in Pakistani labor force in Gulf States. *Professional Medical Journal*, 21(5), p.925-928.

CONFERENCES/SEMINARS/WORKSHOPS

1. Paper Presented on “Relationship Between Level 5 Leadership and Organizational Citizenship Behavior” at 3rd Scientia Academia International Conference (SAICon-2020), organized by Scientia Academia Malaysia, Dec 26-27, 2020.
2. Participated in “International Conference on Business and Commerce: Creating Opportunities from Uncertainties”, Organized By Hailey College of Commerce, University of the Punjab, November 24-25, 2020.
3. Paper Presented at 2nd International Conference on “Contemporary Issues in Management & Administrative Sciences” at Lahore College for Women University, Lahore, 26-28 March, 2019.
4. Paper Presented on: “Factors Affecting Information Technology Success in SMEs” at International Conference on Emerging Trends in Engineering, Management, and Sciences, Karakoram International University, Gilgit, 10th November 2018.
5. Paper Presented at an International Conference on Governance, Management and HR: Strategic Directions” at Pearl Continental Lahore, Organized by Institute of Administrative Sciences (IAS), University of the Punjab, 20-21 March, 2018.
6. Attended National Conference on Humanity, Altruism and Citizenship at University of the Punjab, 23-25 August 2017.
7. Paper presented at National Conference on Emerging Trends in Governance and Management in Pakistan at Pearl Continental Lahore, Organized by Institute of Administrative Sciences (IAS), University of the Punjab, 20-21, May 2016
8. Participated at a Workshop: “Project Management for Post Grads” at University of Birmingham, UK, 25 June, 2009.

9. Participated at a Workshop: “Training of Lead Trainers for Councilor’s Training Program” organized by CIDA and GOP, 2-13, November, 2006.
10. Participated at “Case Teaching Workshop” at LUMS, 23-25, June 2003.
11. Participated at a Workshop: “Quality Assurance in Education”, PIQC Lahore, 10-11 May 2003.
12. Participated at Workshop: “Information Technology” at HRDC, IAS PU, 17-22 July, 2000.

CURRICULUM DEVELOPMENT

- Developed Curriculum for Virtual University, Lahore for BS Public Administration,
- Developed Curriculum for University of Punjab for degrees of BS Management, MPhil Management, MPA, MSHA, MSHR and PhD in Administrative Sciences (Management).

MISCELLANEOUS

- Served on Board of Study of IAS and Board of Faculty, Faculty of Business, Economics and Administrative Sciences, **University of the Punjab**
- Served on Board of Faculty in **UMT** and Board of Study in **VU**
- Served on Faculty Selection Boards of **GCU, Faisalabad**, and **UET, Lahore** (Subject Expert)
- Served as Subject Expert in **PPSC** for various selection boards
- Served as Member of Best Research Papers Award Committee of **PHEC**
- Served as Member of Committee for Assessment of Credentials of **Akhuwat Institute’s** (Kasur) for grant of HEI charter by **PHEC**
- Served as Convener/Member of several university-level committees at **University of the Punjab** constituted by the competent authority from time to time

LANGUAGES

Languages	Proficiency Levels		
	Reading	Writing	Speaking
English	Excellent	Excellent	Excellent
Urdu	Excellent	Excellent	Excellent
Punjabi	Good	Fair	Excellent

REFERENCES: As Requested