

ISSN: 2410-5392

NUML

International Journal of Business & Management

Vol 11(2), December, 2016



National University of Modern Languages

Islamabad-Pakistan

www.numl.edu.pk

Copyright © 2016 NIJBM

NUML International Journal of Business & Management

Patron-in-Chief

Major General (R) Ziauddin Najam

Rector NUML

Patron

Brigadier Riaz Ahmed Gondal

Director General NUML

Editor-in-Chief

Brigadier (R) Dr. Maqsood-ul-Hassan

Dean, Faculty of Management Sciences

Editor

Dr. Faiz Gul, Faculty of Management Sciences

Editorial Advisory & Review Board

- | | |
|---|---|
| Professor Dr. Bahaudin Mujtaba,
Huizinga, NOVA , Florida, USA | Prof.Dr.Gurbuz Gokcen. School of
Economics & Administrative Sciences,
Marmara University |
| Prof. Dr. Yan Li. Department of
Organization & HRM. Beijing
Institute of Technology, Beijing, P.R.
China | Prof. Dr. Songsheng Chen. School of
Management & Economics, Beijing
Institute of Technology, Haidian
District, Beijing, P.R. China |
| Professor Dr. Canan CETIN, Marmara
University Faculty of Economy &
Administrative Sciences, Istanbul,
Turkey | Dr. M.Zahid Iqbal
COMSATAS, Islamabad. |
| Professor Dr. Ayse Kucuk Yilmaz,
Anadolu University Turkey | Dr. Sajid Bashir
Faculty of management Sciences CUST |
| Professor Dr. Lisa Anderson,
University of Liverpool, UK. | Dr. Sajid Bashir
Faculty of management Sciences CUST |
| Dr. Sermin Senturan
Bulent Ecevit University Zonguldak,
Turkey | Dr. Tasweer Hussain Shah, Department
of Management, C of E & ME, NUST,
Pakistan |
| Dr. Mehmet Sisman, Marmara
University, Istanbul | Dr. Melati Ahmad Anuar
Department of Accounting & Finance
Universiti Teknologi, Malaysia |
| Prof. Dr. Erkan TASKIRAN
Duzce University, Turkey, | Dr. Hina Rehman
Faculty of Management Sciences,
NUML |
| Dr. Roya Anvari
Faculty of Management
Universiti Teknologi, Malaysia | Dr. Toseef Azid
College of Business & Economics
University of Qassim, Saudi Arabia |
| Dr. Amtul Hafeez
Department of Economics, NUML | |

About the Journal

NUML International Journal of Business & Management (NIJBM) ISSN 2410-5392, previously known as *NUML Journal of Management & Technology* (NJMT) ISSN 1997-4507, was started in 2008 by the Faculty of Management Sciences-National University of Modern Languages (NUML), with the objective of creating a high-quality research journal, publishing original research work in the field of business and management. It is one of the recognized and better ranked research journals, in the field of business management, by Higher Education Commission (HEC) Pakistan. To ensure high quality publications, all papers submitted to NIJBM are subject to rigorous screening process following **Double Blind Peer-Review** where each research paper is reviewed by at least a national and an international reviewer with strong academic and research background in their areas of expertise. The journal is published bi-annually, both in soft and hard copy. NIJBM has a wide circulation nationally and internationally. The hard copy of each issue of the journal is distributed to universities, business professionals, practitioners, academicians, libraries, financial institutions and government organizations within Pakistan and some partner institutions internationally. It is an **Open Access Journal** and all published articles are available online on the journal's website. The journal is devoted to the promotion and dissemination of quality knowledge in the field of business and management. The journal strictly follows APA writing and referencing style. The journal follows the **HEC Anti-Plagiarism Policy** and all research papers are checked through Turnitin software before screening for publication. The Editorial Board encourages scholars from all over the world to send their papers for possible publication through editornmj@numl.edu.pk. Research papers can be sent anytime on the given e-mail address. All papers must be submitted in soft copy in Microsoft Word 2007 or later version file. For more details visit the journal's website: <http://numl.edu.pk/NUML-Research-Publications.aspx>.

Dean's Message

NUML International Journal of Business & Management (NIJBM) represents a significant facet of Department of Management Sciences. By adhering to credible selection process of well researched articles, the Journal is promoting quality as well as competitiveness among the writers. Having rather short span of life the Journal has been able to establish its professional credentials amply as manifested by extended line of articles waiting to be published.

As excellence has no frontiers, it is expected the Journal would sustain its ascendant journey exploring innovative domains of research and knowledge. Hopefully the Journal would also be able to increase its capacity to accommodate greater number of deserving articles.

My compliments to the editor and his auxiliary staff for their dedication in producing a quality issue of NUML International Journal of Business & Management.

Table of Contents

1. Linking personality traits with job performance mediating role of organizational commitment: An empirical evidence **1-11**
Jawwad Ahmad, Dr. Muhammad Razzaq Athar, Mazhar Hussain
2. Impact of Management Competencies and Complexities on Performance in Public Sector Infrastructure Projects of Pakistan **12-34**
Muhammad Sajid Khattak, Usman Mustafa, Atiq Ur Rehman, Inayat Ullah Khattak
3. The Effect of Reward Systems, Organizational Commitment and Experience on Job Satisfaction with respect to Employee's Perceived Performance **35-49**
Dr. Hafiz Ghufuran Ali Khan, Dr. Muhammad Afzal
4. The Impact of Organizational Learning on Organizational Corruption and the Deviant Workplace Behavior: The Case Study of Public Sector Organizations in Pakistan **50-67**
Beenish Shahid, Ifzal Ahmad
5. Risk Management and Bank Performance in Pakistan **68-81**
Arif Hussain, Dr. Anjum Ihsan, Dr. Jawad Hussain
6. Modeling and Evaluating Forecasting of Market Index Volatility: Evidence from Pakistani Stock Market **82-100**
Fauzia Mubarik, Dr. Attiya Y. Javid
7. The Moderating Role of Organization Culture in Promoting External Integration **101-119**
Dr. Nadeem Talib, Muhammad Aftab Alam
8. Supplier and Customer Facilitation in Manufacturing Companies of Pakistan: Scale Development and Validation **120-132**
Fozia Malik, Ajmal Waheed Khan, Muhammad Tahir Ali Shah
9. Organizational Cost-effectiveness in Petroleum Sector: A study on exploration & production companies working in Pakistan **133-146**
Ghulam Baqir, Dr. Naveed Akhtar

This Issue Includes

1. Linking personality traits with job performance mediating role of organizational commitment: An empirical evidence **1-11**
Jawwad Ahmad, Dr. Muhammad Razzaq Athar, Mazhar Hussain
2. Impact of Management Competencies and Complexities on Performance in Public Sector Infrastructure Projects of Pakistan **12-34**
Muhammad Sajid Khattak, Usman Mustafa, Atiq Ur Rehman, Inayat Ullah Khattak
3. The Effect of Reward Systems, Organizational Commitment and Experience on Job Satisfaction with respect to Employee's Perceived Performance **35-49**
Dr. Hafiz Ghufran Ali Khan, Dr. Muhammad Afzal
4. The Impact of Organizational Learning on Organizational Corruption and the Deviant Workplace Behavior: The Case Study of Public Sector Organizations in Pakistan **50-67**
Beenish Shahid, Ifzal Ahmad
5. Risk Management and Bank Performance in Pakistan **68-81**
Arif Hussain, Dr. Anjum Ihsan, Dr. Jawad Hussain
6. Modeling and Evaluating Forecasting of Market Index Volatility: Evidence from Pakistani Stock Market **82-100**
Fauzia Mubarik, Dr. Attiya Y. Javid
7. The Moderating Role of Organization Culture in Promoting External Integration **101-119**
Dr. Nadeem Talib, Muhammad Aftab Alam
8. Supplier and Customer Facilitation in Manufacturing Companies of Pakistan: Scale Development and Validation **120-132**
Fozia Malik, Ajmal Waheed Khan, Muhammad Tahir Ali Shah
9. Organizational Cost-effectiveness in Petroleum Sector: A study on exploration & production companies working in Pakistan **133-146**
Ghulam Baqir, Dr. Naveed Akhtar