

NOSHEENSARWAT

Carnegie Mellon University, Pittsburgh , Pennsylvania , USA
Bahauddin Zakariya University, Multan, Punjab, Pakistan

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EDUCATION

PhD Management Sciences (2019)

Riphah International University, Islamabad, Pakistan.
(CGPA for coursework 4.00/4.00)

Doctoral Dissertation Title: Differential Effects of Challenging and Hindering Job Demands on Stress-Related Presenteeism and Outcomes: Can Psychological Capital and Mindfulness be Successful Interventions to undo the Harm?

MS Management Sciences (2010-2012)

Riphah International University, Islamabad.
Completed program with distinction (CGPA 4.00/4.00)

MS Dissertation Title: Dispositional Predictors of Individual Knowledge Creation Ability and its Relationship with Innovative Performance.

MBA (2000-2002)

Bahauddin Zakariya University, Multan.
Completed program with distinction (CGPA 3.60/5.00)

INTERNATIONAL WORK EXPERIENCE

Visiting Collaborating Researcher/PostDoc

Carnegie Mellon University, USA

September 2025 - till date

Visiting Faculty Member

The United Arab Emirates University, College of Business and Economics (AACSB recognized), UAE for the Spring semester January to May 2022.

Jan to May 2022

International Research Support Initiative Program

Worked under the supervision of Prof. Vishwanath Baba at the DeGroote Business School, McMaster University, Canada under International Research Support Initiative program funded by Higher Education Commission of Pakistan. Audited various PhD Courses at the business school, worked on my PhD research, and attended a course on teaching and learning at the Macpherson Institute for Leadership, Innovation, and excellence in teaching

Dec 2016 to June 2017

WORK EXPERIENCE

Associate Professor (on Leave) Institute of Management Sciences, Bahauddin Zakariya University, Multan.	2025 to till date
Assistant Professor Institute of Management Sciences, Bahauddin Zakariya University, Multan.	2013 to 2025
Lecturer Institute of Management Sciences, Bahauddin Zakariya University, Multan.	2005 - 2013

ADMINISTRATIVE ASSIGNMENTS

- Member of the Strategic Planning Committee, Bahauddin Zakariya University (2025-till date)
- Member of the Board of Studies of Institute of Management Sciences-IMS (2025-till date)
- Member of the Curriculum Review Committee Institute of Management Sciences-IMS (2019-till date)
- Member of IMS Quality Assurance Committee (2021 till date)
- IMS Ph.D. program coordinator (2021-2025)
- IMS Program coordinator for BS in Business Analytics (2024-2025)
- Focal person of IMS to Office of Research, Innovation & Commercialization (ORIC) Bahauddin Zakariya University.
- Member Synopsis Evaluation Committee Ph.D. program (2020-2025)
- Coordinator BBA Evening Program
- Coordinator MBA I & II (Morning program)

JOURNAL EDITORIAL AND REVIEWING SERVICES

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- Ad Hoc Reviewer Journal of Organizational Behavior (Wiley & Sons)
Ad Hoc Reviewer International Journal of Hospitality Management (Science Direct)
- Ad Hoc Reviewer Personnel Review
- Ad Hoc Reviewer Canadian Journal of Administrative Sciences (Wiley & Sons)
- Reviewer Gender in Management: An International Journal
Ad Hoc Reviewer The International Journal of Management Education (Science Direct)
- Ad Hoc Reviewer European Journal of Work and Organizational Psychology (Taylor & Francis)

RESEARCH INTERESTS

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Presenteeism, Psychological Contracts. Evidence- Based Management Leadership, Ethics, Knowledge Creation, Creativity and Innovation, Job Crafting, Work Stress and Employee Well-Being, Sustainability, Multi-level Research, Experimental Designs

AWARD/HONORS/DISTINCTION

- HEC APPROVED Ph.D. SUPERVISOR
- Won Higher Education Commission of Pakistan's scholarship (January, 2017-June, 2017) under IRSIP (International Research Support Initiative program) Scheme for PhD students registered in Pakistan to work under the supervision of foreign supervisors for a period of six months in world ranked top 200 universities.
- PhD course work, secured highest grades among all candidates
- MS-Management Sciences, with distinction (Gold Medalist)
- MBA, with distinction (Gold Medalist)

PROJECT GRANTS WON

Project Title: Impact of Business Education on Personal and Professional Values of A Longitudinal Examination Higher Education Commission of Pakistan
Funding Agency: Education Commission of Pakistan
Grant: PKR 1.8 million
Amount:Year: 2016-2018
Role: CO-Principal Investigator

Project Title: Adding Fuel to the Fire: Devastating Effects of Environmental Racism after Pandemics on Health Disparities and Social Stress
Funding Agency: Higher Education Commission of Pakistan
Grant: PKR 4.1 million
Amount:Year: 2022-23
Role: Principal Investigator

RESEARCH PUBLICATIONS

- Sarwat, N., & Abbas, M. (2025). Beyond bots and books: Investigating the drivers and outcomes of GENAI usage among business students. *Academy of Management Proceedings*. <https://doi.org/10.5465/AMPROC.2025.13882abstract>
- Ghani, T., Abbas, J., & Sarwat, N. (2025). Navigating workplace dynamics: A survey of workplace interruptions, affectivity, and work-life conflict. *Yugoslav Journal of Operations Research*, (00), 21–21.
- Ghani, T., Abbas, J., & Sarwat, N. (2025). Unraveling the impact of workplace external interruptions: A comprehensive daily diary analysis of dysfunctional consequences of receiving calls. *Canadian Journal of Administrative Sciences*. Advance online publication. <https://doi.org/10.1002/cjas.70013>
- Ghani, T., Abbas, J., & Sarwat, N. (2024). Delving into Workplace Interruption: Analyzing the Impact of Phone Calls and Coworker Conversations on Procrastination at Work. *Journal of Asian Development Studies*, 13(2), 1706–1716.
- Abbasi, M. N., Altaf, A., Hassan, N. M., & Sarwat, N. (2023). Self-Influencer Congruence: A Stimulus towards Purchase Intention. *Review of Education, Administration & Law*, 6(1), 13–30.

RESEARCH PUBLICATIONS

- Rafiq, S., & Sarwat, N. (2023). Unveiling the positive aspects of functional presenteeism: Investigating the role of autonomous motivation and meaningful work in the workplace. *International Review of Management and Business Research*, 12(3).
- Munir, M. A., & Sarwat, N. (2022). Cognitive Appraisal of Organizational Change and Psychological Well-Being: The Mediating Role of Goal Congruence. *Review of Education, Administration & Law*, 5(2), 85–97.
- Hanif, F., & Sarwat, N. (2022). Proactive Personality and Innovative Work Behaviors: The mediating role of Knowledge Creation Ability. *Review of Applied Management and Social Sciences*, 5(1), 53–65.
- Hanif, F., Sarwat, N., & Rafique, M. (2022). Past Abusive Supervision, Hindrance Appraisal and Posttraumatic Stress: The Moderating Role of Social Support. *Bulletin of Business and Economics (BBE)*, 11(2), 212–219.
- Abbas, M., Malik, M., & Sarwat, N. (2021). Consequences of job insecurity for hospitality workers amid the COVID-19 pandemic: Does social support help? *Journal of Hospitality Marketing & Management*, 30(8), 957–981.
- Aslam, M., & Sarwat, N. (2021). Linking Anticipated Stigma to Psychological Well-Being: Mediating Role of Anxiety & Depression. *International Journal of Business and Economic Affairs*, 6(3), 201–212.
- Sarwat, N., Fatima, S., & Mubbashar Hassan, M. (2021). Injustice as a predictor of knowledge hiding in school teachers: The moderating role of self-monitoring. *Ilkogretim Online*, 20(5), 890–898. <https://dx.doi.org/10.17051/ilkonline.2021.05.95>
- Sarwat, N., Ali, R., & Khan, T. I. (2021). Challenging, Hindering Job Demands and Psychological Well-Being: The Mediating Role of Stress-Related Presenteeism. *Research Journal of Social Sciences and Economics Review*, 2(1), 135–143. [https://doi.org/10.36902/rjsser-vol2-iss1-2021\(135-143\)](https://doi.org/10.36902/rjsser-vol2-iss1-2021(135-143))
- Sarwat, N., Ali, R., & Khan, T. I. (2021). Cognitive Job Demands, Presenteeism and Procrastination: The Moderating Role of Psychological Capital. *SJESR*, 4(1), 193–203. [https://doi.org/10.36902/sjesr-vol4-iss1-2021\(193-203\)](https://doi.org/10.36902/sjesr-vol4-iss1-2021(193-203))
- Ahmad, Z., Abbasi, M. N., Hassan, N. M., & Sarwat, N. (2021). Impact of CSR on Customer Value Co-Creation Behavior: The Investigation of Moderation Mechanisms. *Journal of Accounting and Finance in Emerging Economies*, 7(2), 369–383. <https://doi.org/10.26710/jafee.v7i2.1715>
- Khan Marri, M. Y., Sarwat, N., Aqdas, R., & Nadeem, S. (2021). Exploring The Nexus Among Green Supply Chain Management, Environmental Management, And Sustainable Performance: The Mediating Role of Environmental Management. *Journal of Contemporary Issues in Business and Government*, 27(2), 1910–1921. <https://doi.org/10.47750/cibg.2021.27.02.201>
- Sarwat, N., Hussain, A., & Khan, T. I. (2021). Investigating the Relationship between Work- family Enrichment and Psychological well-being: The Mediating Role of Meaningful Work. *International Review of Management and Business Research*, 10(1), 227–234. [https://doi.org/10.30543/10-1\(2021\)-19](https://doi.org/10.30543/10-1(2021)-19)
- Sarwat, N., Khurram, S., Khurram, A., & Fatima, S. (2021). Job Insecurity and Innovative Performance: The Mediating role of Knowledge Hiding in Organizations. *EEO*, 20(5), 1258–1266. <https://10.17051/ilkonline.2021.05.140>

RESEARCH PUBLICATIONS

- Quresi, J., Sarwat, N., Ali, R., & Afridi, T. (2020). Ostracism and work attitudes: The moderating effects of emotional intelligence. *Pakistan Journal of Social Sciences*, 40(2), 961–971. <http://pjss.bzu.edu.pk/website/journal/article/5ef3b0afe4006/page>
- Sarwat, N., & Shahzad, K. (2017). An investigation into the role of mindfulness on the relationship between hindering job-demands and stress-related presenteeism. *Pakistan Journal of Social Sciences*, 37(2), 608–619. <https://www.bzu.edu.pk/PJSS/Vol37No22017/PJSS-2017-II-19.pdf>
- Abbasi, M. N., & Sarwat, N. (2014). Factors Inducing Career Choice: Comparative Study of Five Leading Professions in Pakistan. *Pakistan Journal of Commerce & Social Science*, 8(3), 830–845. <http://www.jespk.net/publications/211.pdf>
- Sarwat, N., Hayat, K., Qureshi, J. A., & Ali, M. (2011). Impact of strategic leadership on organizational performance, in the context of job satisfaction and organizational commitment, evidence from educational institutions of Pakistan. *Interdisciplinary Journal of Contemporary Research in Business*, 3(4), 658–675.
- Qureshi, J. A., Hayat, K., Ali, M., & Sarwat, N. (2011). Impact of job satisfaction and organizational commitment on employee performance, evidence from Pakistan. *Interdisciplinary Journal of Contemporary Research in Business*, 3(4), 642–657.
- Ali, M., Hayat, K., Sarwat, N., & Qureshi, J. A. (2011). Job attitudes as a predictor of employee performance: evidence from public sector of Pakistan. *Interdisciplinary Journal of Contemporary Research in Business*, 3(4), 631–641.

CONFERENCE PRESENTATIONS / PROCEEDINGS

- Sarwat, N., (Presenter) Khan, F., & Qasim, M. (2023). Adding fuel to the fire: A preliminary investigation on the devastating effects of Environmental Racism after the Pandemic on health disparities and social stress. IBA SBS International Conference. Retrieved from <https://sbsconference.iba.edu.pk/download/conference-agenda.pdf>
- Sarwat, N., (Presenter) Khan, F., & Qasim, M. (2023, March 18). Understanding Environmental Racism: The Harmful Nexus of Environmental and Social Stressors in Industrial Estate Neighborhoods 4th International Conference on Business and Management: Future Challenges and Opportunities under New Normal, Lahore Business School.
- Sarwat, N., Khan, F., (Presenter) & Qasim, M. (2022, November 25). Environmental Racism and the Industrial Workforce: Connecting the Dots between Environmental Injustice and the Occupational Safety and Health International Conference on Contemporary Issues in Sociology & Public Health, Department of Sociology, BZU Multan.
- Sarwat N., & Baba V., (Presenter) (2019). On the Meanings of Presenteeism: A Conceptual and Theoretical Extension. European Academy of Management Conference 26-28, June 2019, Lisbon (Portugal)
- Sarwat N., (2018). The Sooner the Worst! How Perceived Gender Discrimination affects Young Pakistani Women's Aspirations to the Upper Echelons in Management. Paper presented at the Equality, Diversity, Inclusion Conference, University of Montreal, Canada.

PRESENTATIONS / PROCEEDINGS

- Sarwat N., & Baba V., (2018). The Meanings of Presenteeism: Toward a Research Agenda. Paper presented at the European Association of Work and Organizational Psychology (EAWOP), Small Group Meeting, University of Klagenfurt, Austria.
- Sarwat N., & Qureshi, J.A. (2017). When followers moralize leader behavior. An examination of follower's moral identity, Job demands and Value consistent behavior. (Paper presented at British Academy of Management conference, University of Warwick, UK, 2017).
- Fatima S., (presenter) & Sarwat N. (2014). Building on a Perspective of Social Capital: Evidence from Individual Entrepreneurs of Pakistan. Paper presented at the INSPIRE conference in Dubai.
- Bukhari K. S., (presenter) Sarwat N., & Jamshaid H. (2012) Sustainable Business Performance & Business Initiatives: Evidence from Automobile, Electronics & Sports Industry in Pakistan. Paper presented at World Business Capability Congress, Auckland, New Zealand.
- Sarwat N., (presenter) & Ashfaq J. (2011). An Empirical Investigation into the Moderating Role of Collectivist Cultures on the Relationship between Knowledge Management Processes and Organizational Performance in Public Sector Universities of Pakistan. Paper presented at International conference on applied & Business Research, Johr Bahru, Malaysia

WORK / PAPERS IN PROGRESS

- Psychological Contract Formation in South Asia: A Systematic Review of Meanings, Obligations, and Interpretive Frames (PRISMA-guided review conducted using Covidence for screening and data extraction)
- On the meanings of presenteeism: A Conceptual and Theoretical extension
- Can I Be Heard and Be Me? Voice Climate and the Management of Concealable Identities (vignette-based experimental design)
- Asking Before Answering: How Organizational Data Strengthens Evidence-Based Managerial Decision-Making (Handbook Chapter for Oxford Handbook of Evidence Based Decision Making)
- AI Washing in Emerging Markets: The Mediating Role of Consumer Reactions and the Moderating Role of AI literacy (vignette-based experimental design)
- "Breaking My Spirit for Work": Direct and Indirect Effects of Workplace Bullying on Work Meaningfulness
- Leader Social Dominance Orientation and Concealable Stigma: Identity Management Processes at Work

MS/PH.D. THESIS SUPERVISION

- I have supervised more than 30 MS thesis. Currently I am supervising 3 PhD thesis and 1 PhD student has successfully defended her thesis

PROFESSIONAL DEVELOPMENT

- Foundations: Data, Data, Everywhere Google (via Coursera) Completed: March 5, 2025
- 6 weeks certificate course in "Microsoft Power BI" (October 2024- in progress) from Centre for Continuing Education, Suleman Dawood School of Business SDSB, (AACSB accredited), LUMS University, Lahore.
- 6 weeks certificate course in "Fundamentals of Data Analytics" (August 13, 2024- September 19, 2024) from Centre for Continuing Education, Suleman Dawood School of Business SDSB, (AACSB accredited), LUMS University, Lahore.
- Attended a 2-days workshop on Qualitative Research and data analysis using Nvivo (February, 2023)
- Two Days Training workshop on 'AMOS', (29-30 May, 2021)

- One day workshop on “Experimental Design & Analysis” (18 April, 2021) Seminar on the Narrative of Case Thinking Seminar, (29 April, 2021)
- Two days training on Multilevel Data Analysis Using MPLUS Professional Workshop (05-06 September, 2020)
- Smart PLS 3 Workshop: A focus on modeling mediation, exploring moderation and explaining higher order factors (04-05 February, 2020)
- One day workshop on Research Gap Identification and conceptual understanding of Mediation and Moderation (08 November, 2019)
- Two days Workshop on “Research Methodology, Publications, Patents and Writing Techniques” Professional Workshop (04-05 Nov, 2019)
- A two-day workshop on Research techniques in MPLUS (April, 2019)
- Two days Training Workshop on “Case Study as a Teaching Methodology” (16-17 February, 2018) Worked under the supervision of Prof. Dr. Vishwanath Baba, DeGroote Business School, McMaster university Canada towards the completion of my PhD thesis for a period of 6 months (December 2016 – June, 2017)
- Attended a certificate course on “Principles and Practices of University Teaching” at McPherson Institute, Mills library, McMaster University, Canada (January 2017-April 2017)
- Audited a course on Applied Multivariate Statistics using Stata with PhD students at DeGroote business school, McMaster University, Canada Non-credit Course (January 2017-April 2017)
- One day training workshop on R-Packages (September, 2015)
- A 2-days workshop on Qualitative Research methods using Nvivo (October, 2013) R-Packages (September, 2015)
- A 2-days workshop on Qualitative Research methods using Nvivo (October, 2013) SPSS, AMOS (September, 2012)
- A two-weeks workshop on Research Methods and techniques in Quantitative Research methods (March, 2009)

LANGUAGES

- **English – Advanced (C1/C2 level – Academic & Professional Proficiency)**
- **Mandarin Chinese**
- **HSK Level 1 & 2 Qualified**

PROFESSIONAL MEMBERSHIP

- **Member Academy of Management (AOM), USA - Since 2025**

REFERENCES

- **Prof. Dr. Denise M. Rousseau**
H.J. Heinz II University
Professor of Organizational Behavior And Public Policy
Carnegie Mellon University
Pittsburgh, PA, USA
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- **Prof. Abdul Karim Khan**
Professor of Management,
Department of Management, College of Business and Economics,
United Arab Emirates University UAE.
abdul.karim@uaeu.ac.ae
- **Prof. Dr. Vishwanath Baba**
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