

Junaid Zafar

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Office Address: Department of Commerce, Bahauddin Zakariya University, Multan
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Academic Qualifications

Doctor of Philosophy-Human Resource Management

(Sept 2011- April 2015)

College of Business, University of Utara Malaysia (EQUIS, AMBA, AACSB accredited)

Topic of Research: The Mediating Effect of Perceived Employability on the Relationship between Protean Career Orientation, Affective Commitment and Subjective Career Success among Academics in Pakistan.

Master of Human Resource Management

(Dec 2008- Dec 2009)

College of Business, University of Utara Malaysia (EQUIS, AMBA, AACSB accredited)

Topic of Research: E-Human Resource Management: A Case Study of the State Bank in Pakistan

Master of Business Administration

(Jan 2000- Dec 2002)

Area of Specialization (Information Technology)

Institute of Management Sciences, Bahauddin Zakariya University (NBEAC Accredited)

04 months Internship: Ora-Tech (Pvt) Ltd (6th of January 2003 to 4th of April, 2003) Islamabad, Pakistan

Bachelor of Arts

(Sept 1997-Aug 1999)

Govt. Emerson College Multan

Higher Secondary School Certificate

(Sept 1994 to Aug 1997)

Govt. Emerson College Multan

Secondary School Certificate

(Sep 1992- Aug 1994)

Multan Public School, Multan

Employment History

(Total experience till 1st of March, 2025 including PhD and MPhil (MHRM): 19 Years 9 Months 30 Days)

Department of Commerce

Faculty of Commerce, Law and Business Administration

Bahauddin Zakariya University

Assistant Professor (4th April 2016 to Present)

Experience till date: 06 years 05 months 06 days

Location: Multan, Pakistan

Subjects taught at the department:

Human Resource Management

Strategic Human Resource Management

Strategic Management

Organization Behavior

Principles of Management

Seminars in HRM

Business Research Methods

Issues in Pakistani Economy

Technical Writing & Presentation Skills

Introduction to Business

Business Psychology

Civics and Community Engagement

Administrative Duties at Department Level:

- Coordinator BS A & F (Morning Program): August 2020 to February 2022
- Focal Person for Prime Minister Laptop Initiative: December 2015 to June 2017
- Departmental Student Affairs Officer: December 2015 to March 2017
- Program Coordinator MSc A&F February 2018 to June 2018
- Member Departmental Curriculum Review Committee
- Member Departmental Exam Committee
- Member Disciplinary Committee

Noon Business School

Faculty of Economics, Commerce and Business Administration, University of Sargodha (SU)

Assistant Professor (2nd of March 2010 to 3rd of April 2016)

Experience: 06 years 01 month 03 days

Location: Sargodha, Pakistan

**Completed PhD from UUM, Malaysia during my stay at NBS*

Subjects taught at the Department:

Human Resource Management

Principles of Management

Performance Management

Business Research Methods

Bank Alfalah (Pvt) Ltd

Officer Credit Administration (2nd of April 2007 to 28th of November, 2008)

Experience: 01 years 07 months 07 days

Location: Main Branch Abdali Rd and Chowk Shaheedan Branch Multan, Pakistan

Main duties at the Bank:

- Review loan requests
- Assess clients' financial status
- Evaluate creditworthiness and risks
- Contact clients to gather financial data and documentation
- Analyze risks and approve or reject loan requests
- Set up payment plans
- Maintain updated records of loan applications
- Follow up with clients about loan renewals
- Monitor progress of existing loans

Cluster Council for Bedsheet and Upholstery, CCBU (A Project of Ministry of Science and Technology and All Pakistan Bedsheet and Upholstery Association)

Marketing Officer (1st of July, 2006 to 15th of January 2007)

Experience: 06 months 15 days

Location: Cluster Council, Bahauddin Zakariya University (BZU) Textile College, Multan Pakistan

Main duties at CCBU:

The Ministry of Science and Technology placed 2 Dobby and 2 Jackard machines in the Textile College, CCBU, BZU. The machines were based on modern up-to-date Chinese technology.

Main tasks as marketing officer were:

- Contributing in the implementation of marketing strategies
- Supporting the project manager in overseeing the department's operations
- Organizing and attending marketing activities or events to raise brand awareness

The Educators (Pvt) Ltd (A Project of Beaconhouse School System)

Admin Offer (1st September 2005 to 17 July 2006)

Experience: 10 months 17 Days

Location: Multan Regional Office

Main duties at The Educators:

- Greeting and directing visitors, answering phone inquiries and handling complaints in a courteous, professional manner
- Ensuring office supplies are maintained, including checking inventory and working with vendors to ensure adequate levels of necessary supplies at all times
- Occasionally traveling off-site to deliver reports or files to other departments
- Ensuring the confidentiality and security of files and filing systems
- Coordinating schedules, arranging meetings, distributing memos and reports and ensuring that everyone is kept current of necessary company news and information
- Operating copy equipment, fax machines, printers or other equipment necessary

Askari Leasing Ltd

Operations Officer (1st April 2004 to 30th November 2004)

Experience: 08 months

Main duties at Askari Leasing:

- Provide splendid customer services to customers in a friendly and courteous manner at all times.
- Have sufficient knowledge about the banking products and services and respond to all inquiries accordingly.
- Provide information to customers on their account status and account balances.
- Open new bank accounts according to laid down rules and guidelines.
- Provide assistance to all other members of staff in other departments of the bank by liaising with them through healthy interactions.
- Establish and promote cordial relationship with customers, ensuring prompt attendance to their inquiries and solving their problems to grant them maximum satisfaction.
- Ensure that customers' confidential information is properly protected and only used for official purposes.
- Promote Team Work and prove to be an effective participant of the TEAM.

Research Work

Peer Review

- 1) Received a Certificate of Recognition for participating as a reviewer for the “The International Journal of Human Resource Management” IF: 5.8 (2023) 5-year
<https://www.tandfonline.com/journals/rijh20/about-this-journal#journal-metrics>

Research Publications

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16 research papers published in Higher Education Commission of Pakistan recognized journals

X-category (Highest local category)	Y-category (2 nd)	Z category (3 rd)
02	09	05

H & I-10 Indices

Research publications (h- and i-10 indices)

Citation indices	All	Since 2018
Citations	241	108
h-index	7	6
i10-index	7	3

- 1) Quddus, M.U., Akhtar, M. H., & Zafar, J. (2022). Investigating the Impact of Safe, Healthy, and Quality Environment Practices in Textile Industry of Pakistan: Commitment Towards Sustainable Development. *Journal of Business & Economics (JBE)*, 14(1), 14-30 (Y- Category)
- 2) Zafar, J., Quddus, M.U., & Ahmad, M. (2021). Protean Career Orientation and Subjective Career Success: A Cross-Cultural Perspective. *Journal of Management Sciences*, 8(1),1-10 (Y- Category)
- 3) Ahmed, A., Zafar, J., Hafeez, H.M., & Aamir, M. (2019). Measuring the Influence of HR Professionals' Competencies and Effectiveness. *Pakistan Journal of Social Sciences*, 39 (2), 603-313 (Y- Category)
- 4) Mustafa, F., Saleem, I., & Zafar, J. (2018). Social Media Governance: Role of E-Promotion Mix. *Journal of Business Strategies*, 12 (1),109-120 (Z- Category)
- 5) Zafar, J., Ahmad, A., & Jabbar, A. (2018). Relationship between Perceived Employability and Subjective Career Success: evidence from Private Sector Academics of Pakistan. *Journal of Business Strategies*, 12 (1), 131-140 (Z- Category)
- 6) Aamir, M., Asif, M., & Zafar, J. (2017). Impact of Mergers and Acquisitions on Banking and Textile Sector of Pakistan by Applying the Data Envelopment Analysis. *Paradigms*, 11(2),210-215 (Z- Category)
- 7) Irshad, W., Zafar, J., & Anjum, I. (2017). Dissatisfied and Loyal Customer Complain: A study of Telecom Sector. *Paradigms*, 11(1),97-102 (Z- Category)
- 8) Zafar, J., Farooq, M., & Quddos, M.A. (2017). The Relationship between Protean Career Orientation and Perceived Employability: A Study of Private Sector Academics of Pakistan. *Journal of Management Sciences*, 4(2), 156-167 (Y- Category; Emerging Sources Citation Index / Web of Science)
- 9) Ahmad, A., Jabbar, A., & Zafar, J. (2017). The Moderating Effects of Organizational Support in Employee Motivation and Knowledge Transfer in Private Hospitals of Lahore. *Abasyn Journal of Social Sciences: Special Issue*, 187-197 (X- Category)
- 10) Saleem, I., & Zafar, J. (2016). Boards That Lead: When to Take Charge, When to Partner, and When to Stay out of The Way. *Pakistan Business Review*, 18 (4), 1048-1053 (X- Category)
- 11) Zafar, J. (2016). The Relationship between Affective Commitment and Subjective Career Success: Evidence from Private Sector Academics of Pakistan. *Paradigms*, 10 (2), 14-25. (Z- Category)
- 12) Zafar, J. (2010). The role of Information Technology in the Personnel Department: HRM in the Knowledge economy. *Canadian Social Science*, 6(5), 54-59 (Y-Category; Ulrich Periodical Listing, EBSCO, ProQuest)
- 13) Zafar, J. (2010). Human resource management practices at work in third world countries. *Management Science and Engineering*, 4(3), 34-40. (Y-Category; Ulrich Periodical Listing, EBSCO, ProQuest)

- 14) Shaukat, M., & Zafar, J. (2010). Impact of sociological and organizational factors on information technology adoption: An analysis of selected Pakistani companies. *European Journal of Social Sciences*, 13(2), 305-320.(Y-Category; Scopus Journal, 2006-2012)
- 15) Zafar, J., Shaukat, M., & Mat, N. (2010). An Analysis of E-Human Resource Management Practices: A Case Study of State Bank of Pakistan. *European Journal of Social Sciences*, 15(1), 18-26. (Y-Category; Scopus Journal, 2006-2012)
- 16) Zafar, J. (2010). Measuring Religiosity and Workplace Spirituality in Pakistan: a Case Study of Armed Forces and University Teachers. *Cross-Cultural Communication*, 6(4), 104-111 (Y-Category; Ulrich Periodical Listing, EBSCO, ProQuest)

Thesis Supervision
(Bachelors of Commerce)

- 1) Mr. Samar Ali Bachelor Thesis held under Bahauddin Zakariya University's Department of Commerce (2023). Topics of thesis "*The Role of Personal, Home & School Related Factors Affecting Students Academic Performance*"

Thesis Supervision
(MPhil Commerce/MS Innovation and Entrepreneurship / MS Management)

- 2) Mr. Sajid Mahmood MPhil thesis held under Bahauddin Zakariya University's Department of Commerce (2022). Topics of thesis "*Religiosity as mediating variable on the relationship between Workplace Spirituality and Job Satisfaction: A Study of Doctors working in the Health Department of South Punjab*"
- 3) Ms. Misbah Raees's MPhil Commerce thesis held under Bahauddin Zakariya University's Department of Commerce (2022). Topics of thesis "*The Mediating Role of Self-Efficacy between Emotional Intelligence and Job Satisfaction among Secondary Schools Teachers.*"
- 4) Ms. Shah Bano's MS Innovation & Entrepreneurship thesis held under Bahauddin Zakariya University's Department of Commerce (2022). Topics of thesis "*How Organizational Green Culture Influences Green Entrepreneurial Orientation and Green Innovation in Small and Medium Size Enterprise SME's*"
- 5) Ms. Syeda Muneeba Zahra's MS Innovation & Entrepreneurship thesis held under Bahauddin Zakariya University's Department of Commerce (2022). Topics of thesis "*Entrepreneurial Intentions, Mindset, Creativity, and Self-Efficacy among Management Students: a post Covid-19 Study*"
- 6) Mr. Muhammad Ali Raza's MS Innovation & Entrepreneurship thesis held under Bahauddin Zakariya University's Department of Commerce (2022). Topics of thesis: "*How Do Dynamic Capabilities Influence the Entrepreneurial Process? An Exploratory Study of the Construction Companies of Southern Punjab*"

- 7) Ms. Ruqia Hussain's MS Innovation & Entrepreneurship thesis held under Bahauddin Zakariya University's Department of Commerce (2021). Topics of thesis: *"Impact of Shared Leadership in Entrepreneurial Teams on New Venture Performance: a Moderated Mediation Model"*
- 8) Ms. Sonia Akram's MPhil Commerce thesis held under Bahauddin Zakariya University's Department of Commerce (2021). Topics of thesis: *"Impact of Ethical Leadership on Employee's Psychological Well-Being: Mediating Role of Religiosity in Pakistan"*
- 9) Ms. Zahra Mughal's MPhil Commerce thesis held under Bahauddin Zakariya University's Department of Commerce (2021). Topics of thesis: *"The Mediating Effect of Job Satisfaction between Employees Training and Affective Organizational Commitment (A Study of Private Sector Banks in South Punjab)"*
- 10) Mr. Sajid Ali's MPhil Commerce thesis held under Bahauddin Zakariya University's Department of Commerce (2020). Topics of thesis: *"The Impact of Organizational Commitment and Organizational Culture on The Perceived Performance of Employees: a Mediating Role of Job Satisfaction in South Punjab Pakistan"*
- 11) Mr. Rao Arsalan's MPhil Commerce thesis held under Bahauddin Zakariya University's Department of Commerce (2020). Topic of thesis: *"Does Employee Training and Employees Education Level Promote Employee Affective Commitment? Evidence from Banking Sector of Punjab"*
- 12) Mr. Muhammad Ishfaq Ahmad's MPhil Commerce thesis held under Bahauddin Zakariya University's Department of Commerce (2020). Topic of thesis: *"The effect of Green Human Resource Management on Employee Eco friendly Behavior and Employees Empowerment: an Empirical Study of Manufacturing Industry"*
- 13) Mr. Muhammad Bilal's MS Management thesis held under COMSATS Virtual Campus (2019). Topic of thesis: *"Relationship between Social Support, Career Aspirations and Job Satisfaction among Teachers of School Education Department in District Rajanpur"*
- 14) Mr. Muhammad Khawar Aziz MS Management thesis held under COMSATS Virtual Campus (2019) Topic of thesis: *"Organizational Culture, Job satisfaction and Organizational Effectiveness"*
- 15) Mr. Irfan Nawaz's MS Management thesis held under COMSATS Virtual Campus (2018). Topic of thesis: *"Employee Turnover Intentions: A Study of Workers in Textile Industry of Pakistan"*
- 16) Mr. Muhammad Ahmad's MS Management thesis held under COMSATS Virtual Campus (2018). Topic of thesis: *"Trust and Employees Voice affecting Employee Job Satisfaction in Fertilizer Industry"*
- 17) Mr. Eng. Muhammad Waqas Amir's MS Management thesis held under COMSATS Virtual Campus (2017). Topic of thesis: *"The Contribution of Corporate Social Responsibility on Customer Satisfaction"*
- 18) Mr. Eng. Muhammad Rashid Qureshi's MS Management thesis held under COMSATS Virtual Campus (2017). Topic of thesis: *"Effects of Work Stress and Work Motivation on Job Satisfaction: an empirical study of SNGPL"*

- 19) Mr. Irfan Tayyab's MPhil Commerce thesis held by Bahauddin Zakariya University's Department of Commerce (2016). Topic of thesis: *"Islamic Banking Service Quality on Switching Intention of Customers: Mediating Role of Customer Satisfaction"*
- 20) Mr. Salman Waheed's MS Management thesis held under COMSATS Virtual Campus (2016). Topic of thesis: *"Role of Social Networking Sites in Recognizing the Opportunities and their Influence on the New Product Development."*
- 21) Ms. Javeria Akmal's MS Management thesis held under COMSATS Virtual Campus (2016). Topic of thesis: *"Role of Social Networking Sites in Building up Social Capital and their Impact on Business Performance"*

Research Projects

- 1) Completed Project in May, 2018 under the title of *"HRM Practices among SMEs working in Multan"* The total grant received from the university was Rs. 117,300. -

Conferences

- 1) Attended and presented at the "First National Conference on Emerging Trends and Challenges in Social Sciences (15-16 November, 2016)" held at Bahauddin Zakariya University Multan. Topic of presentation: *"The Relationship between Perceived Employability and Subjective Career Success: Evidence from Pakistani Private Universities"*
- 2) Attended and presented at the "Second International Conference on Contemporary Issues in Business Management (4th, 6th July, 2012)" held at University of Central Punjab. Topic of presentation: *"An Exploratory Study of Protean Career Attitude, Competency Development & Career Success"*
- 3) Attended and presented at the "First Global Conference for Academic Research (8th to 11th June, 2012)" held in Kuala Lumpur, Malaysia. Topic of presentation: *"Staffs Conduct, Communication, Access to Service and Customer Satisfaction: The Mediating Effect of Credibility"*
- 4) Attended at the "International Conference on Communication and Media (18th to 20th June, 2010)" held at Melaka, Malaysia.

Workshops

- 1) Participated in Qualitative Data Analysis training arranged under the University of Central Punjab from 28th April, 2016 to 29th April, 2016
- 2) Participated in Statistical Data Analysis training arranged under the University of Sargodha from 27th July, 2015 to 12th August, 2015
- 3) Participated in Statistical Data Analysis workshop arranged by University of Utara Malaysia, Sintok from 10th Nov, 2012 to 13th, Nov, 2012
- 4) Participated in Statistical Modeling workshop using SEM held under the University of Utara Malaysia, Sintok 5th of May, 2012 to 8th of May, 2012

- 5) Participated in Research Methodology workshop held under the University of Utara Malaysia, Sintok from 16th of April 2012 to 26th of April, 2012
- 6) Oracle Software Development done at Ora-Tech Islamabad (Internship) 6th of January 2003 to 4th of April, 2003
- 7) Conducted Exam Invigilation for Cambridge ‘A’ and ‘O’ Levels British Council from 1st of May, 2003 to 30th June, 2003

Seminars

- 1) Chief organizer of seminar held at Commerce department on 6th of November, 2025 by inviting Mr. Saeed Anwar (Consultant on Finance with FWO HQ). Title of Seminar: *“Organizational Culture, Leadership Behavior among Civil Servants”*.
- 2) Chief organizer of seminar held at Commerce department on 2nd of November, 2018 by inviting Mr. Usman Baig (Deputy Director Sui Gas Northern Pvt Ltd) and Mr. Ishfaq Rajput (CBA In charge). Title of Seminar: *“HRM Practices at work in SNGPL”*.
- 3) Chief organizer of seminar held at Commerce department on 15th February, 2018 by inviting Dr. Umar Farooq (CSP Officer and Treasurer of Bahauddin Zakariya University). Title of Seminar: *“Bureaucracy as a Career/ Useful Tips on clearing Civil Service Exams”*.
- 4) Chief organizer of seminar held at Commerce department in 2nd December, 2017 by inviting Ms Fatima (Manager Human Resources Pepsi Multan). Title of Seminar: *“How to improve interview skills”*.

Honors and Awards

- 1) Higher Education Commission Approved Supervisor for Business and Management Group (2019)