

Dr. Zahra Masood Bhutta

Associate Professor (BPS-20) | PhD Management Science

National University of Modern Languages (NUML), Multan Campus zmbhutta@numl.edu.pk



AREAS OF INTEREST

- Human Resource Management and Organizational Behavior
- Job Design, Job Crafting and Work Outcomes
- Employee Motivation, Job Satisfaction, and Organizational Commitment
- Leadership, Career Calling and Employee Performance

QUALIFICATION

PhD Thesis Title: JOB DESIGN AND WORK OUTCOMES IN UNIVERSITIES: A COMPARATIVE STUDY BETWEEN CHINA AND PAKISTAN

Certificate /Degree	Year of	Div.	CGPA	Board/ University
PhD (Management Sciences)	2013	1 st	-	Northwest A&F University, Yangling, China
M.IT (Masters of Information Technology)	2004	1 st	3.28/4.0	B.ZU Multan
B.Sc. (Computer Science)	2001	1 st	-	B.ZU Multan

JOB EXPERIENCE

April 2025 - Present : Associate Professor (BPS-20), NUML Multan Campus
Oct. 2014 - April 2025 : Assistant Professor (BPS-19), NUML Multan Campus
Sep. 2013 - Sep.2014 : Assistant Professor (under Interim Placement Program for fresh PhDs) in IMS, B.Z.U, Multan.

HONOURS / AWARDS

1. Best Paper Award in International Conference held in Istanbul in 2018
2. Awarded PhD Scholarship from China Scholarship Council (CSC)
3. HEC Approved PhD Supervisor
4. Passed Chinese Language Course HSK-3
5. Academic Editor PlosOne (A well reputed international journal listed in JCR)

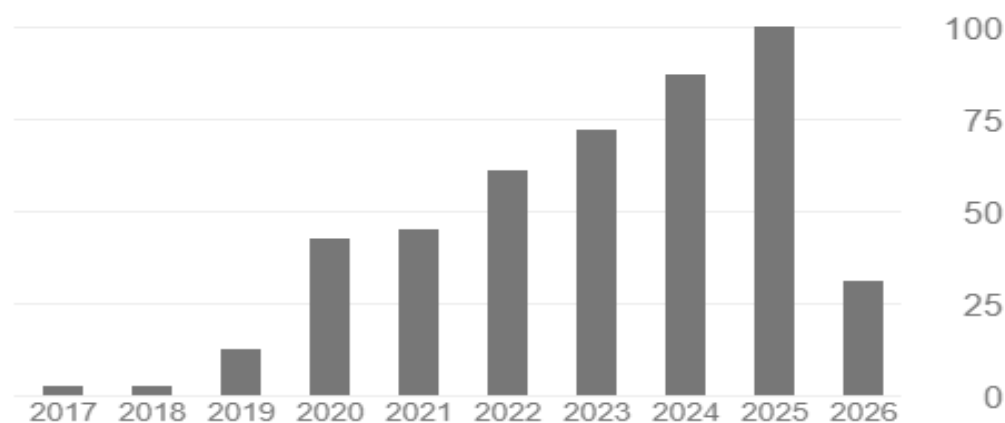
PAPERS PUBLISHED

1. Aregay, F.A., Zhao, M., **Bhutta, Z.M.**, 2012. Irrigation Water Pricing Policy for Water Demand and Environmental Management: A Case Study in Weihe River Basin. *Water Policy*.
2. **Bhutta, Z.M.**, Zhao, M. 2013. Teaching as a job, career and calling: Empirical evidence from agricultural university, China. *New Educational Review*.
3. **Bhutta, Z.M.**, Zhao, M. 2018. Job Crafting Practices and Work Satisfaction: Evidence from Higher Education Sector in Shaanxi, China. *New Educational Review*.
4. Sabir,S., **Bhutta, Z.M.**, Ali,H. 2018. Leader Motivating Language as predictor of Organizational Commitment among Generation Y Teachers: the Mediating Role of Organizational Climate. *NUML International Journal of Business & Management*
5. **Bhutta, Z.M.**, Tara, N., Hussain,K. 2018. Impact of Internal Corporate Social Responsibility Practises on Customer Capital with Mediating Role of Human Capital in Education Sector of Pakistan. *NUML Journal of Critical Inquiry*
6. **Bhutta, Z.M.**, Nintara., Bucha, S.O., 2019. Impact of Psychological Need Satisfaction on Job Crafting with Mediating Role of Calling Orientation: Empirical Evidence from Primary Schools of Pakistan. *Journal of Research in Social Sciences (JRSS)*
7. Saleem,S., **Bhutta, Z.M.**, Noman, Zahra,S. 2019. Enhancing performance and commitment through leadership and empowerment: An emerging economy perspective. *International Journal of Bank Marketing*.
8. **Bhutta, Z.M.**, Sabir, S., 2019. A study on the Islamic Perspective of Recruitment and Selection process. *Al-Basirah*
9. Ali,H., Farooq,F., Sardar,K., **Bhutta, Z.M.**, Sabir, S., 2019. How does foreign direct Investment Affect Economic Growth in Pakistan: A Time Series Data Analysis. *Review of Economics and Development Studies*
10. **Bhutta, Z.M.**, Zafar,S., Naintara., 2019. Impact of HRM Practices on Employee Engagement: Evidence from Banking Sector of Pakistan. *NUML International journal of business and management*
11. **Bhutta, Z.M.**, Naintara., Rasheed, R., Khan., A.B.,2019. Psychological Factors Affecting Tax Compliance Behavior of Pakistani Tax Payer: An Extended Theory of Planned Behavior Perspective. *Pakistan Journal of Social Sciences*
12. **Bhutta, Z.M.**, Ali,H., Bhutto,S., 2020. Job Design in Context of Career. Empirical Evidence from Higher Educational Institutes. *New Educational Review*
13. **Bhutta, Z.M.**, Sabir, S., Ali.H.,2020. A Qualitative Analysis of Islamic Management Model. *Pakistan Journal of Islamic Research*

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14. Ijmair,M., Hussain,K., **Bhutta,Z.M.**, 2020. Determinants of Sectoral Growth in Pakistan: A Kalman Filter Based Time Varying Parametric Approach. *FWU Journal of Social Sciences*
15. **Bhuta,Z.M.**, Hussain,K.,Afzal,G., Hashmi,M.S., 2021 The Determinants of in-role Performance: An Empirical Analysis of Hospitality Industry in Pakistan. *Asia-Pacific Journal of Innovation in Hospitality and Tourism*
16. Farooq,M.,Noor,M., Qureshi,F.S., **Bhuta,Z.M.**, 2022 Indirect Financial Distress Costs in non-financial firms: Evidence from an Emerging Market. *Pacific Accounting Review*
17. Zhu.R., **Bhutta, Z.M.**, Zhu,Y.,Ubaidullah,F.,Saleem,M.,Khalid,S., 2022. Grey Relational Analysis of country-level Entrepreneurial Environment: A Study of Selected Forty-Eight Countries. *Frontiers in Environmental Sciences*
18. **Bhutta,Z.M.**, Ahmed,S.,Liaquat,M., 2023. Impact of 5E Instructional Model on Student's Moral Knowledge. *Voyage Journal of Educational Studies*
19. Xie,J.,Bhutta,Z.M.,Li,D.,Andleeb,N.,2023. Green HRM Practices for Encouraging Pro-environmental Behavior among Employees: The Mediating Influence of Job Satisfaction. *Environmental Science and Pollution Research*
20. Arshad,M,W., **Bhutta,Z.M.**, Khan,S,A.,Khan,Y., 2025. Employee Motivation through an Islamic Lens: Integrating Spiritual and Material Tools for Workplace Success. *Journal of Social Signs Review*.
21. Bibi,G., Hashmi,H.Z., **Bhutta,Z.M.**, Abbass,K.,Song,H.,2025. Promoting Sustainable Practices in Hospitality via Green HRM and Increased Sustainability Awareness, *Sustainable Development*.
22. Bhutta,Z,M., Rajper,Z,A., Ali Akbar Wassan,A,A.,Bhutto,S., The Mediating Role of Self-Efficacy on the Relationship Between Organizational Support and Job Performance Among Early-Career Employees in the Private Education Sector. *The Knowledge*
23. Bhutta,Z,M., Ahmad,S.,Shah,M,N,A.,From Calling to Commitment: Exploring the Link Between Leader-Career Calling and Employee Job Satisfaction. *Pakistan Journal of Humanities and Social Sciences*
24. Ajmair, M., Hussain,K., Abbasi,F.M., **Bhutta,Z.M.** 2017. Determinants of Economic Growth In Pakistan: A Structural Vector Auto Regression (SVAR) Analysis. *European Journal of Business and Economics*.
25. Wasaya,A., Hussain,W., **Bhutta, Z.M.**, 2018. Determinants and organization citizenship behavioral outcomes of employee motivation: An Empirical Study. *International Journal of Human Studies*.
26. Ali, H., **Bhutta, Z.M.**, 2018. Financial Development and Economic Growth Nexus in Pakistan: An Analysis of Bound Testing Approach. *Sukkar IBA Journal of Economics and Finance*

CITATIONS:



NATIONAL/INTERNATIONAL CONFERENCES/SEMINARS/WORKSHOPS

1. Guest Speaker in 3rd international conference on Economic issues and sustainable development at The Women University Multan, 2023
2. Webinar on How to write a successful case study by Emerald Publishing, 2024
3. Workshop on “Mastering the art of Teaching and training” at LUMS, Lahore, 2024.
4. 3rd International Conference on “Economic Issues and Sustainable Development (ESID-2023)” held in The Women University, Multan. December 14-15, 2023
5. 2nd International Conference on “Economic Issues and Sustainable Development (ESID-2022)” held in The Women University, Multan. November 16-17, 2022.
6. Training sessions on “Updated Pedagogical Practices and Changing Dynamics of Research” Under Faculty Development Program. January, 2020.
7. Applied Research International Conference on Social Sciences (ARICSS, 2018) held in Aydin University, Istanbul, Turkey.
8. Seminar on “Women Empowerment-A Catalyst for Economic and Social Development”. March, 2018.
9. 1st International and 2nd National Conference “Challenges and Opportunities to Boost Agriculture in Changing Climate”. March, 2018.
10. NUML Supervisors’ Training. July, 2017.
11. National Conference “Challenges and Opportunities to Boost Agricultural Changing Climate”. March, 2017.
12. Seminar on Research (APA MANUAL). December, 2016.
13. International Research Workshop on “Program for Capacity Building in Structural Equation Modeling Using AMOS and SMARTPIS Software. February, 2017.
14. Research Workshop on Online Literature Searching Techniques. April, 2017
15. 8th International Education Conference held in Baku, Azerbaijan ,Beyond Schooling: Education or a rapidly changing world” , Jun 24-25,2025.
16. Guest Speaker in 4th international conference on Economic issues and sustainable development at The Women University Multan, 2025

ADMINISTRATIVE EXPERIENCE

No.	Assignment	Duration
1	Head of Management Sciences Department	Oct. 2014 to Sep.2021
1	Head of Economics Department	Oct. 2021 to feb.2022