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JOURNAL HISTORY

The journal *Annals of Spiru Haret University. Economic Series* was founded in 2000 at the initiative of two professors from Spiru Haret University: Professor Ph.D. Gheorghe Zaman – also corresponding member of the Romanian Academy and Professor Ph.D. Constantin Mecu – one of the University's founders and vice-rector.

Between 2004-2010, the journal is headed by Professor Ph.D. Constantin Mecu, as editor-in-chief, and associate professor Ph.D. Aurelian A. Bondrea, as deputy editor, both vice-rectors of the university.

In 2011, associate professor Ph.D. Aurelian A. Bondrea, rector of the university, takes over the presidency as editor-in-chief and leads the journal until present.

The *Annals of Spiru Haret University. Economic Series* was issued annually, once a year, starting 2000, until 2009.

Since 2010, the *Annals* have a new format, with a four-annual issuance exclusively in English, with both redaction and review conditions comparable to the most rigorous international requirements.

In 2007, *Annals of Spiru Haret University. Economic Series* obtained the B+ quotation from The National Council of Research in Higher Education in Romania, becoming a publication of real scientific interest.

Starting 2009, the review is indexed in REPEC, SSRN and Google Scholar and beginning with 2016 our Journal is under a process of rebranding, the new team trying to rethink the journal indexing strategy in international databases, suggesting a greater external visibility.

Along the years, in the journal pages, the members of the teaching personnel – professors, associate professors, lecturers and teaching assistants – active in six economics faculties and distinct specialty departments, as well as in the Central Scientific Research Institute, functioning within Spiru Haret University, present the results of their scientific research. The journal also hosts many studies of professors, researchers or Ph.D. students from other universities and research institutes all over the world.

The subject of the publication firstly reflects the concern for the modernization of teaching economic science in university: marketing, management, finance, banking, accounting, audit, international economic relations, trade, business, tourism, administrative data processing, politic economy, commercial law, cybernetics, environmental economics, statistics, ethics in economics, insurance, advocacy & lobby, economic philosophy, econometrics etc.

In the published materials, there are analysed theoretical and practical issues of edification and consolidation of the Romanian market economy, as well as the fundamental directions of the technical and scientific progress, the actual state, and ways of its promotion in the Romanian economy, the issue of developing the new world economy, the directions of globalization and contemporaneous economic integration and Romania's participation to these processes. Also, there are hosted articles that refer to different aspects of economic phenomena from all over the world.

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FOREWORD

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As we present this second issue of the *Annals of Spiru Haret University: Economic Series*, we find ourselves at a pivotal juncture in the global economic landscape. Covering the period from April to June 2024, this edition encapsulates a time of both profound challenge and remarkable transformation in international economics.

In the past quarter, the global economy has been shaped by several defining trends and events. The ongoing recovery from the pandemic-induced disruptions has continued to be a central theme, with economies across the world grappling with the dual imperatives of stabilizing growth and ensuring resilience against future shocks. The International Monetary Fund's latest forecasts have highlighted a nuanced picture: while many regions show signs of robust recovery, others are facing lingering issues related to inflationary pressures and supply chain disruptions.

One of the most notable developments has been the escalation of geopolitical tensions, particularly in Eastern Europe and parts of Asia. The ramifications of these tensions have been far-reaching, influencing global trade flows, energy markets, and investor sentiment. This issue of the *Annals* provides an in-depth analysis of these geopolitical dynamics and their economic implications, offering valuable insights into how nations are navigating these complexities.

Additionally, we have observed significant advancements and realignments in the realm of economic policy. Governments and central banks are increasingly focusing on sustainable development and green finance, spurred by both regulatory mandates and market pressures. The transition towards more sustainable economic practices is not only reshaping investment strategies but also driving innovation in financial instruments and technologies. Our contributors explore these shifts in detail, examining how the move towards a greener economy is influencing market behavior and policy-making.

In the realm of technological advancement, the accelerating integration of artificial intelligence and digital technologies continues to be a transformative force. From automating traditional industries to fostering new business models, the impact of these technologies on economic performance and labor markets is profound. This issue includes several articles that dissect these trends, providing a

comprehensive overview of how digital innovation is shaping economic landscapes and labor dynamics across different regions.

Furthermore, the role of emerging markets has gained increased prominence as these economies continue to expand and diversify. Their growing influence on global economic dynamics presents both opportunities and challenges, which are meticulously examined in the current issue. We delve into how these markets are adapting to external pressures and leveraging their unique positions to contribute to global growth.

The academic rigor and diverse perspectives presented in this issue are a testament to the ongoing commitment of the *Annals of Spiru Haret University: Economic Series* to advancing knowledge and understanding in the field of economics. We are grateful to our contributors for their insightful analyses and to our readers for their continued engagement with these critical issues.

As we navigate these transformative times, the insights offered within this issue are more pertinent than ever. We hope that the research and discussions encapsulated here will not only enrich your understanding of the current economic climate but also inspire further inquiry and dialogue in this ever-evolving field.

Together, let us embark on a journey of discovery, exploration, and enlightenment, as we strive to understand, analyze, and shape the economic landscape of tomorrow.

It would make us very happy to know that you found this issue of *The Annals of Spiru Haret University. Economic Series* both informative and inspiring. We look forward to your continued engagement and support in our scholarly endeavors.

If you've liked our articles, please visit our website at <http://anale-economie.spiruharet.ro/>.

If you want to publish an article in our journal, we invite you to expose your ideas in new studies released by us.

Finally, if you found Issue no. 2/2024 being interesting, inspiring and informative I strongly invite you to address your comments and suggestions at ashues@spiruharet.ro and, of course, to submit your own paper via online submission system, using the following link: <http://anale.spiruharet.ro/index.php/economics/login>.

Research is the breath of the future. Let's shape the world together!

Elena Gurgu
Deputy Editor-in-Chief
Annals of Spiru Haret University. Economic Series



ACADEMIA PAPERS

THE FUTURE OF ACCOUNTING. IMPLEMENTING ARTIFICIAL INTELLIGENCE IN ACCOUNTING PRACTICES

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Abstract

In the last decades digitalization became important because digital transformation affects all areas of human activity. Nowadays, the impact of Artificial Intelligence (AI) in accounting practices is significant, preventing and solving risk vulnerabilities and reducing accountant’s work. The most recent developments tend to confirm that AI is transforming traditional accounting techniques and methods, helping professional accountants to develop financial reporting and strategic planning or budgeting.

The aim of this paper is to present some particular aspects of implementing AI in accounting, and to show how digital technology continues to evolve and to process more data, leading to more reliable and accurate financial statements information.

Keywords: *artificial intelligence, financial reporting, smart economy, accounting*

JEL Classification: *D73, H70, H83, M48*

Introduction

This study highlights some significant aspects of Artificial Intelligence (AI) in accounting practices, the relation between AI and chatbot and the new role of accountants in the digital era. The modern practitioners, accountants in business or government accountants are engaged in essential analysis on innovation and implementation of new disruptive technologies in accounting, as we enter deep into the digital smart economy.

According to World Economic Forum 2024, AI and generative AI (GenAI) offer a transformational promise to develop all industries and the global economy¹. Also, we noticed some specific technological advances to dominate the 2018–2022 period as drivers positively affecting business growth, such as: high-speed mobile internet; artificial intelligence; widespread adoption of big data analytics; and cloud technology (World Economic Forum 2018).

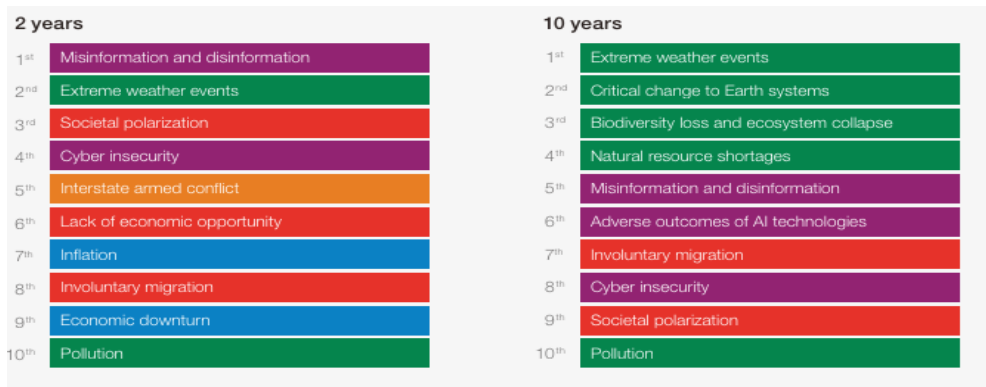
The development of new technologies is a priority for governments all over the world, or vulnerable countries and communities would be left further behind with bad consequences for the regional economy. If some political and economic incentives remain the primary drivers of the development of AI and other digital technologies, the digital gap between high- and low-income countries will drive a stark disparity in the distribution of related benefits – and risks (WEF- The Global Risks Report 2024²).

We can observe in the table below the global risks to impact economic growth on short term and long term, where AI shows as a major risk in the next 10 years:

¹ <https://www.weforum.org/agenda/2024/01/how-to-optimize-ai-while-minimizing-your-carbon-footprint/>

² https://www3.weforum.org/docs/WEF_The_Global_Risks_Report_2024.pdf, p8

Table no. 1. Global risks ranked by severity over the short and long term



Source: World Economic Forum Global Risks Perception Survey 2023-2024.
https://www3.weforum.org/docs/WEF_The_Global_Risks_Report_2024.pdf

According to World Economic Forum 2024, the adverse outcomes of AI technologies and cyber insecurity are one of the most important ten factors to influence economic development in the next few years. The adverse outcomes of AI technology are related to technological power concentration, misinformation and disinformation, economic downturn and deteriorating trust in public information and national institutions. We can observe in the figure below the technological risk interconnections on the next few years:

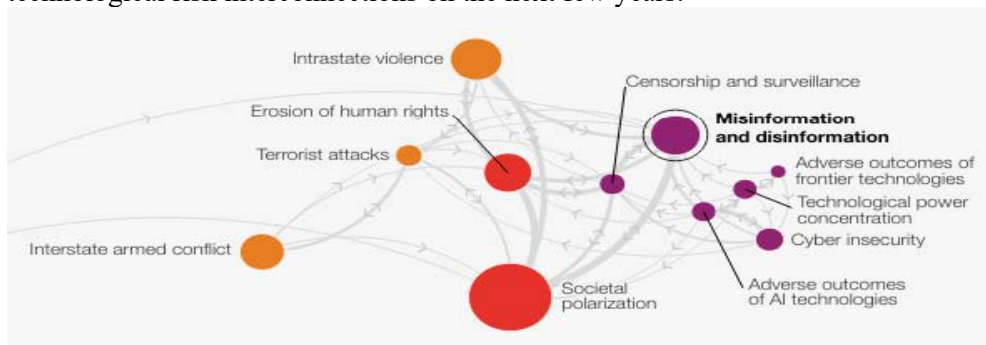


Figure no.1: Technological Risk Interconnections

Source: World Economic Forum Global Risks Perception Survey 2023-2024.
https://www3.weforum.org/docs/WEF_The_Global_Risks_Report_2024.pdf

Implementing AI in Digital Accounting

The accounting profession is evolving rapidly due to emerging innovations such as AI, robotic process automation and machine learning, which increase the efficiency of the profession and lead to new opportunities in financial reporting. In the digital era, AI is anticipated to experience significant, accelerated development over the next 10 years with many benefits for the business and investors, as well. It is common assumption that technology implementation will improve work life balance of personnel, will reduce the human work and operational expenses (Cordos, A., Tiron-Tudor, A. *et al.*, 2022).

The integration of AI into accounting has also led to the emergence of new challenges and opportunities for accounting professionals, who must now be adept at managing and interpreting data-driven insights (Beryl Odonkor *et al.*, 2023). Digital transformation is reshaping accounting practices and AI is developing financial reporting. Some researchers already introduced ChatGPT to the forensic accounting profession, in order to demonstrate its capabilities, discusses its strengths and weaknesses (Street, D.A, Wilck, J, 2023). ChatGPT was launched on 2022, as a virtual assistant and could be use as a Chatbot in accounting. This Chatbot can be used to produce accounting soft at an intermediate level of difficulty. ChatGPT prepared elementary financial statements accurate, but did not provide any explanation for the annual accounts. We can observe in the below the use of ChatGPT in accounting practices:

ChatGPT



Please create a program to generate a

Balance Sheet

ChatGPT

Sure! Here's a simple Python program that generates a Balance Sheet. This program will prompt the user to input values for various components of the Balance Sheet and then output the completed statement.



python

Copy code

```
def get_input(prompt):
    while True:
        try:
            value = float(input(prompt))
            return value
        except ValueError:
            print("Please enter a valid number.")

def generate_balance_sheet():
    print("Enter values for Assets:")
    cash = get_input("Cash and Cash Equivalents: $")
    accounts_receivable = get_input("Accounts Receivable: $")
    inventory = get_input("Inventory: $")
    prepaid_expenses = get_input("Prepaid Expenses: $")
    total_current_assets = cash + accounts_receivable + inventory + prepaid_expenses

    property_plant_equipment = get_input("Property, Plant, and Equipment: $")
    accumulated_depreciation = get_input("Less: Accumulated Depreciation: $")
    net_property_plant_equipment = property_plant_equipment - accumulated_depreciation

    intangible_assets = get_input("Intangible Assets: $")
    total_non_current_assets = net_property_plant_equipment + intangible_assets
    total_assets = total_current_assets + total_non_current_assets
```




```
total_assets = total_current_assets + total_non_current_assets

print("\nEnter values for Liabilities:")
accounts_payable = get_input("Accounts Payable: $")
short_term_debt = get_input("Short-term Debt: $")
accrued_expenses = get_input("Accrued Expenses: $")
total_current_liabilities = accounts_payable + short_term_debt + accrued_expenses

long_term_debt = get_input("Long-term Debt: $")
deferred_tax_liabilities = get_input("Deferred Tax Liabilities: $")
total_non_current_liabilities = long_term_debt + deferred_tax_liabilities
total_liabilities = total_current_liabilities + total_non_current_liabilities

print("\nEnter values for Shareholders' Equity:")
common_stock = get_input("Common Stock: $")
retained_earnings = get_input("Retained Earnings: $")
total_shareholders_equity = common_stock + retained_earnings

total_liabilities_and_equity = total_liabilities + total_shareholders_equity

print("\nABC Corporation")
print("Balance Sheet")
print("As of December 31, 2023\n")

print("Assets")
print(f"Current Assets: ${total_current_assets:,.2f}")
print(f"  Cash and Cash Equivalents: ${cash:,.2f}")
print(f"  Accounts Receivable: ${accounts_receivable:,.2f}")
print(f"  Inventory: ${inventory:,.2f}")
print(f"  Prepaid Expenses: ${prepaid_expenses:,.2f}")
print(f"Total Current Assets: ${total_current_assets:,.2f}\n")
```



```
print(f"Non-Current Assets: ${total_non_current_assets:,.2f}")
print(f" Property, Plant, and Equipment: ${property_plant_equipment:,.2f}")
print(f" Less: Accumulated Depreciation: ${accumulated_depreciation:,.2f}")
print(f" Net Property, Plant, and Equipment: ${net_property_plant_equipment:,.2f}")
print(f" Intangible Assets: ${intangible_assets:,.2f}")
print(f"Total Non-Current Assets: ${total_non_current_assets:,.2f}\n")

print(f"Total Assets: ${total_assets:,.2f}\n")

print("Liabilities")
print(f"Current Liabilities: ${total_current_liabilities:,.2f}")
print(f" Accounts Payable: ${accounts_payable:,.2f}")
print(f" Short-term Debt: ${short_term_debt:,.2f}")
print(f" Accrued Expenses: ${accrued_expenses:,.2f}")
print(f"Total Current Liabilities: ${total_current_liabilities:,.2f}\n")

print(f"Non-Current Liabilities: ${total_non_current_liabilities:,.2f}")
print(f" Long-term Debt: ${long_term_debt:,.2f}")
print(f" Deferred Tax Liabilities: ${deferred_tax_liabilities:,.2f}")
print(f"Total Non-Current Liabilities: ${total_non_current_liabilities:,.2f}\n")

print(f"Total Liabilities: ${total_liabilities:,.2f}\n")

print("Shareholders' Equity")
print(f" Common Stock: ${common_stock:,.2f}")
print(f" Retained Earnings: ${retained_earnings:,.2f}")
print(f"Total Shareholders' Equity: ${total_shareholders_equity:,.2f}\n")

print(f"Total Liabilities and Shareholders' Equity: ${total_liabilities_and_equity:,.2f}\n")

if __name__ == "__main__":
    generate_balance_sheet()
```

Figure no.2: Balance Sheet soft generate by Chatbot

Source: <https://chatgpt.com/c/8ccf6816-5d11-4b46-975a-d39e0852c5cc>

This soft can be use if we copy the code into a Python, like an IDE or notebook, then we can run de program and enter the accounting data to prepare the financial statement at the end of the fiscal year.

Advantages and Disadvantages for AI in Accounting

In well known that digital accounting and implementing AI in accounting is progressing rapidly and is accelerating due to the new disruptive technologies, such as: Big Data, mobile internet, cloud technology, Blockchain, etc. However, implementing AI in accounting and the use of digital solution to improve budgeting and investment decision, could lead to less costs and more efficiency. We present in the table below the main advantages and disadvantages for using AI in accounting:

Table no. 1. *The most important trends to influences business up to 2022*

Advantages of AI in accounting	Disadvantages of AI in accounting
<i>Multiple fast data entry and processing</i>	<i>Investment cost to implement AI in accounting</i>
<i>Easy access to information</i>	<i>Permanent maintenance</i>
<i>Backup and Recovery</i>	<i>Technical Issues for equipment</i>
<i>Flag anomalies for review</i>	<i>Dependent on the Internet connection</i>
<i>Cost efficiency</i>	<i>Inflexibility</i>
<i>Deliver new services</i>	<i>Lack of creativity</i>
<i>Reducing the risk of error</i>	<i>Cost for updated equipment</i>
<i>Virtual assistant</i>	<i>Security for chatbot and data</i>
<i>Instant support to clients and employees</i>	<i>Potential Job Displacement in Accounting</i>
<i>Reduce the human work</i>	<i>Data Privacy Risks and Ethical Concerns</i>
<i>Eliminating discrimination</i>	<i>Limited understanding of AI among employees</i>

Source: Authors' own work

We observe in the table above that many companies are investing in AI technology, due to the most important advantages it offers such as: reducing the risk of human error, efficiency and accurate forecasts, instant support to clients, suppliers and employees, etc. For the big companies is important to prevent the fraud and corruption, to detect unusual activities and to manage risk in financial transactions. However, there are some disadvantages for implementing AI in finance and accounting, such as: high initial implementation costs, losing jobs in accounting, high risk of misinterpretation of AI-generated data and limited understanding of AI and digital transformation among professional accountants. In the digital era, all professional accountants must to act fast and to develop the necessary skills and competences to understand how to use AI in accounting practices.

Conclusion

The digital transformation of accounting is based on the adoption of new technologies in the next decade. This research shows how AI could be an opportunity for businesses to increase the efficiency and the quality of financial reporting, auditing and controlling. Digital solution in accounting is accelerating, enhancing accuracy, automating tasks, improving fraud detection and prevention, reducing human error and resource optimization. Business managers could notice the advantages of using AI in accounting by embracing innovation and automated processes.

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REDEFINING DEEP LEARNING AND NLP PARADIGMS: THE POTENTIAL OF SNN, KAN, AND OSCILLATORY NEURAL NETWORKS FOR ENERGY-EFFICIENT AND ECONOMICALLY SUSTAINABLE SOLUTIONS IN STRATEGIC BUSINESS AND FINANCIAL DECISION-MAKING

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Abstract

In recent years, the implementation of advanced technologies such as artificial intelligence (AI) and deep learning (DL) has become crucial for improving business processes and making informed decisions. This paper explores the application of various neural network models in business, including convolutional neural networks (CNN), recurrent neural networks (RNN), transformer models, Spiking Neural Networks (SNN), Kolmogorov-Arnold Networks (KAN), and Oscillatory Neural Networks (ONN). Their theoretical foundations, advantages, disadvantages, and specific applications in various business sectors are analyzed. The paper also includes a detailed analysis of AI technologies such as Microsoft Dynamics 365 Copilot and SAP RPA and their impact on business process efficiency. Through this work, we provide a comprehensive overview of current research and propose future directions for the development and application of these technologies.

Artificial intelligence and deep learning enable companies to analyze large amounts of data, identify key patterns, and make informed decisions based on empirical evidence. This ability is especially important in dynamic business environments where speed and accuracy in decision-making are crucial for success. For example, CNNs have become the standard for processing image data, while RNNs and their variants such as LSTM and GRU have been developed for processing sequential data such as text and speech. Transformer models, such as GPT-4o, represent the latest generation of neural networks that use the self-attention mechanism for natural language processing (NLP) and text generation.

Recently, new technologies have emerged that further enhance the capabilities and application of AI in business. Large Language Models (LLM) such as GPT-4o, LLaMA, and Mistral have become key for advanced text and natural language analysis. Spiking Neural Networks (SNN) continue to attract researchers' attention due to their energy efficiency and biological inspiration. Kolmogorov-Arnold Networks (KAN) are used for efficiently modeling complex phenomena with less data, while Oscillatory Neural Networks (ONN) use dynamic rhythms and phase calculations for information processing, making them suitable for analyzing cyclical and seasonal data.

Through detailed analysis and specific examples, this paper provides a comprehensive overview of current research and proposes future directions for the development and application of these technologies. The use of these advanced AI models can significantly improve business processes, enabling more precise and efficient decision-making while reducing operational costs.

Keywords: *artificial intelligence, deep learning, CNN, neural networks, transformer, LLM models (GPT-3, GPT-4, GPT-4o, BERT, LLaMA), Spiking Neural Networks (SNN), Kolmogorov-Arnold Networks (KAN), Oscillatory Neural Networks (ONN), business intelligence, business decision-making.*

JEL Classification: *C45, M15, L86, O33, M10*

1. Introduction

The implementation of advanced technologies such as artificial intelligence (AI) and deep learning (DL) plays a crucial role in achieving a competitive advantage in modern business. Among them, AI and DL models provide significant opportunities for improving decision support systems (DSS) as well as executive information systems (EIS/ESS). AI enables companies to analyze large amounts of data, identify key patterns, and make informed decisions based on empirical

evidence. This ability is particularly important in dynamic business environments where the speed and accuracy of decision-making are crucial for success.

Artificial intelligence has gone through several stages of development. Early systems focused on simple logical and statistical models, while modern systems are based on complex deep learning models. A key milestone in the development of AI was the advent of neural networks, which enabled systems to learn from data and make complex decisions. The perceptron, the first generation of neural networks, was developed in 1958 by Frank Rosenblatt, while modern neural networks such as convolutional neural networks (CNN) and recurrent neural networks (RNN) were developed during the 1980s and 1990s [1].

Convolutional neural networks (CNN) have become the standard for processing image data, while RNNs, including their variants such as Long Short-Term Memory (LSTM) and Gated Recurrent Units (GRU), have been developed for processing sequential data such as text and speech. Transformer models such as GPT-4 and 4o represent the latest generation of neural networks that use the self-attention mechanism for natural language processing (NLP) and text generation [2].

Recently, new technologies have emerged that further enhance the capabilities and application of AI in business. Large Language Models (LLM) such as GPT-4, BERT, and Gemini have become key for advanced text and natural language analysis [6]. Spiking Neural Networks (SNN) continue to attract researchers' attention due to their energy efficiency and biological inspiration [3]. Kolmogorov-Arnold Networks (KAN) are used for efficiently modeling complex phenomena with less data, while Oscillatory Neural Networks (ONN) use dynamic rhythms and phase calculations for information processing, making them suitable for analyzing cyclical and seasonal data [4][5][6].

Through detailed analysis and specific examples, this paper provides a comprehensive overview of current research and proposes future directions for the development and application of these technologies. The use of these advanced AI models can significantly improve business processes, enabling more precise and efficient decision-making while reducing operational costs.

2. Literature Review

In recent years, the application of AI and DL technologies has become increasingly important for business processes. LeCun et al. (1998) demonstrated how CNNs can be used for image data processing, while Vaswani et al. (2017) introduced transformers as a revolutionary tool for NLP tasks [2]. Maass (1997) explored spiking neural networks (SNN) and their biological inspiration, while

Arnold (1957) and Hoppensteadt and Izhikevich (1999) investigated the theoretical foundations of KAN and ONN models [3][4][5][6]. This literature provides a foundation for further research and development of advanced AI models in a business context.

Further research has shown that CNNs are very effective in tasks involving pattern recognition in images and video materials. For example, in medical diagnostics, CNNs are used to analyze medical images such as X-rays, MRI scans, and CT scans, helping doctors identify abnormalities and diagnose diseases with high accuracy. In the autonomous vehicle industry, CNNs are crucial for object recognition and navigation systems. These systems use CNNs to analyze images from cameras mounted on vehicles, recognizing objects such as pedestrians, vehicles, traffic signs, and road obstacles, enabling the vehicle to make safety decisions in real time [1].

Transformer models such as GPT-3, 4 or 4o are used for text analysis and generation, allowing businesses to automate processes such as report generation, document summarization, and language translation. The GPT model is also used for sentiment analysis in social media, helping businesses monitor consumer opinions and adjust their marketing strategies [7].

SNN models are used in applications that require real-time data processing with minimal energy consumption. For example, SNNs are used in autonomous vehicles for real-time object recognition and decision-making during driving. KAN models are used for modeling complex phenomena with less data, allowing businesses to develop accurate models with limited datasets [3][4]. ONN models use dynamic rhythms and phase calculations for information processing, enabling efficient analysis of data with periodic patterns [6].

3. Theoretical Framework

This paper uses various neural network models to analyze business data. CNNs are used for pattern recognition in image data, while RNNs are used for sequential data analysis. Transformer models such as GPT-4 are used for text generation and natural language analysis. SNN, KAN, and ONN models provide energy-efficient solutions for specific applications [1][3][4][5][6][8].

3.1. Convolutional Neural Networks (CNN)

Convolutional neural networks (CNN) have become synonymous with image and video material analysis due to their ability to recognize hierarchical patterns in spatial data. CNNs were developed by LeCun and colleagues in 1989, and their

architecture is inspired by biological visual systems. LeCun's work on the LeNet network, which was used for recognizing handwritten digits, laid the foundation for today's CNNs [1].

The architecture of a CNN includes three main types of layers: convolutional layers, pooling layers, and fully connected layers. Convolutional layers apply a series of filters to the input data, extracting features such as edges and textures. Pooling layers reduce the dimensionality of the data, retaining the most important information and reducing computational requirements. Fully connected layers are used at the end of the network for classification or regression, combining information from previous layers [1][8].

However, CNNs have limitations when it comes to predicting time series. Although they are very efficient in recognizing patterns in static images, CNNs are not designed to work with sequential data. This means that CNNs can be used to extract features from individual time points but are not suitable for modeling long-term dependencies in time series. For such tasks, models like RNNs, LSTMs, and GRUs are much more efficient [1][10][11]. This model has been the most prevalent form of neural networks for a decade, intensively researched and implemented with known advantages and limitations, so it will not be of particular interest for our work.

3.2. Recurrent Neural Networks (RNN)

Recurrent neural networks (RNN) are developed for processing sequential data. The key feature of RNNs is their ability to retain information through longer sequences, allowing the model to use contextual information from previous states when making decisions. RNNs have become the standard for tasks such as speech recognition, natural language processing, and time series analysis [12].

One of the main innovations in RNNs is the development of Long Short-Term Memory (LSTM) networks, introduced to solve the "vanishing gradients" problem in standard RNNs. LSTM networks use special units that can retain information through longer time intervals, allowing the network to effectively learn from long-term dependencies in data [13].

Gated Recurrent Units (GRU) are another variant of RNN developed as a simplified version of LSTM, maintaining similar performance with reduced complexity. GRU units combine input and output gates into a single unit, reducing the number of parameters and computational requirements [13].

3.3. Transformer Models

Transformer models represent the latest generation of neural networks that use the self-attention mechanism for natural language processing (NLP) and text generation. The transformer architecture was first introduced in 2017 in the paper "Attention is All You Need" and quickly became the standard for NLP tasks [2].

The key innovation of transformer models is the use of the self-attention mechanism, which allows the model to process all words in a sentence in parallel, unlike RNNs that process words sequentially. This allows for faster and more efficient processing of large amounts of text, making transformers ideal for tasks such as language translation, text summarization, and question-answering [2].

Currently, GPT-4 and the new 4o (Generative Pre-trained Transformer 4"o") are among the most well-known transformer models, trained on enormous amounts of textual data. Since version 3, GPT has become capable of generating coherent and contextually relevant text, providing answers to a wide range of questions and tasks [7].

Specifically, GPT-4, with nearly 1.8 trillion parameters, uses approximately 10 times more parameters than GPT-3, but the training was divided into specialized domains, allowing it to generate even more complex and contextually relevant text. GPT-4o was trained on even larger amounts of data, including texts from various domains, enabling it to provide accurate and relevant answers to a wide range of questions [9].

These first three models are based on the concept of a multi-layer perceptron (MLP), now more than 5 decades old, with binary activation and pronounced energy inefficiency [14]. They also require extensive training that must include a minimum of 5 to 10 identical cases for the model to provide answers with an error smaller than mere binomial probability during inference.

3.4. Spiking Neural Networks (SNN)

Spiking Neural Networks (SNN) are inspired by biological neural networks and use discrete events or spikes for information processing. Unlike traditional neural networks that use continuous values, SNNs use temporally coded spikes for information representation and processing, making them more energy-efficient and suitable for real-time applications [3].

The development of SNNs began in the late 1990s and early 2000s with the aim of developing neural network models that are more energy-efficient and biologically inspired. The key technology that enabled the development of SNNs is

hardware support for spike implementation, including neuromorphic chips such as IBM TrueNorth and Intel Loihi 1 and 2 [14].

SNN models are particularly useful for applications that require real-time data processing with minimal energy consumption, such as autonomous systems, robotics, and sensor networks. In autonomous vehicles, SNNs are used for real-time object recognition and decision-making during driving [14][15].

In our research, primarily focused on models that can bring direct and concrete benefits to decision-makers, we will focus on KAN and ONN neural models.

3.5. Kolmogorov-Arnold Networks (KAN)

Kolmogorov-Arnold neural networks (KAN) are a relatively new concept in the field of neural networks based on the Kolmogorov-Arnold theorem. This theorem states that any multivariate continuous function can be represented as a composition of univariate functions and addition operations [4][5][16].

3.5.1. Mathematical Description and Theoretical Foundations

The Kolmogorov-Arnold theorem, established by Vladimir Arnold and Andrey Kolmogorov, states that if f is a multivariate continuous function on a bounded domain, then f can be expressed as a finite composition of continuous functions of one variable and the binary addition operation.

Specifically, if $f: [0,1]^n \rightarrow \mathbb{R}$, is continuous function, then it can be expressed as:

$$f(x_1, x_2, \dots, x_n) = \sum_{q=1}^{2n+1} \Phi_q \left(\sum_{p=1}^n \varphi_{q,p}(x_p) \right)$$

where $\varphi_{q,p}$ are univariate continuous functions and Φ_q are continuous functions of one variable. This means that any function can be represented using univariate functions and the addition operation [4][5].

3.5.2. KAN Network Architecture

KAN networks are designed to exploit the KA theorem. Unlike multi-layer perceptron's (MLP), which have fixed activation functions at the nodes, KAN networks have learnable activation functions on the connections. This architecture allows KAN networks to more efficiently approximate functions, especially those with compositional structures.

KAN networks, unlike traditional perceptron's, use learnable activation functions on the edges instead of the nodes. Each weight parameter is replaced by a

univariate function parameterized as a spline. Nodes in KAN networks simply sum the input signals without applying nonlinearity. This approach allows KAN networks to be more precise and interpretable compared to traditional networks [16].

3.5.3. Mathematical KAN Networks

KAN networks use splines as basic functions for parameterizing their activation functions. All operational nodes simply sum the input signals without applying nonlinearity. Mathematically, KAN can be described as:

$$KAN(x) = (\Phi_{L-1} \circ \Phi_{L-2} \circ \dots \circ \Phi_0)(x)$$

where Φ_L represents the functional matrix for the L-th KAN layer [16].

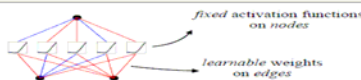
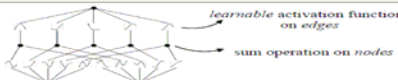
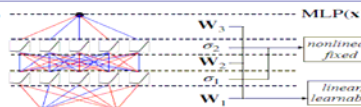
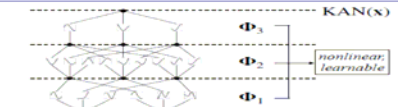
Model	Multi-Layer Perceptron (MLP)	Kolmogorov-Arnold Network (KAN)
Theorem	Universal Approximation Theorem	Kolmogorov-Arnold Representation Theorem
Formula (Shallow)	$f(x) \approx \sum_{i=1}^{N(x)} a_i \sigma(w_i \cdot x + b_i)$	$f(x) = \sum_{q=1}^{2n+1} \Phi_q \left(\sum_{p=1}^n \phi_{q,p}(x_p) \right)$
Model (Shallow)	 <p style="font-size: small;">(a) <i>fixed activation functions on nodes</i> <i>learnable weights on edges</i></p>	 <p style="font-size: small;">(b) <i>learnable activation functions on edges</i> <i>sum operation on nodes</i></p>
Formula (Deep)	$MLP(x) = (W_3 \circ \sigma_2 \circ W_2 \circ \sigma_1 \circ W_1)(x)$	$KAN(x) = (\Phi_3 \circ \Phi_2 \circ \Phi_1)(x)$
Model (Deep)	 <p style="font-size: small;">(c) <i>MLP(x)</i> <i>W₃</i> <i>W₂</i> <i>W₁</i> <i>nonlinear, fixed</i> <i>linear, learnable</i></p>	 <p style="font-size: small;">(d) <i>KAN(x)</i> <i>Phi₃</i> <i>Phi₂</i> <i>Phi₁</i> <i>nonlinear, learnable</i></p>

Figure nr. 1. Multi-Layer Perceptrons (MLPs) vs. Kolmogorov-Arnold Networks (KANs) [16].

3.5.4. Advantages and Limitations

KAN networks often achieve higher precision with fewer parameters compared to traditional multi-layer perceptron's (MLP). Trainable activation functions in KANs enable simpler visualization and interaction with users, promoting interoperability. It has been observed that KAN networks exhibit faster scaling compared to MLP due to their ability to efficiently model univariate functions. A business-critical feature of KAN networks is their efficiency in situations with limited data, thanks to their ability to optimize univariate functions for these models. Hence, we can say they are efficient in situations with limited data, thanks to their ability to optimize univariate functions [17] [18].

Key limitations are related to the training of KAN networks, which can be more complex and resource-intensive due to the complexity of learnable activation

functions. Another partial limitation is that KAN networks are currently best applied in specific scientific and technical domains where interpretability is crucial, so we can say they are application-specific and have lower general usability compared to MLPs once developed. Computational complexity is also crucial because, despite smaller parameter sets, KAN networks can have significant computational complexity due to the multi-layer composition of functions [16][18].

3.5.5. Specific Applications

Kolmogorov-Arnold neural networks can be used for modeling climate change, where complex nonlinear models are required for accurate predictions based on limited data sets [17][19]. In economics, KAN networks have been used for predicting market trends and economic indicators, where model accuracy is essential for decision-making [18]. In healthcare and biomedical engineering, KAN networks have been applied to model biological processes such as gene interactions based on limited experimental data [18]. KAN networks can be used for predicting physical phenomena such as Anderson localization, enabling accurate simulation of complex physical systems with a small initial data set [18].

The introduction of KANs earlier this year led to an explosion of papers further popularizing this alternative concept. Their key feature and capability are to model complex phenomena with less data. The key technological advancement includes the development of advanced training algorithms that can efficiently decompose complex functions into univariate components. These algorithms enable KANs to efficiently learn from smaller data sets, making them ideal for applications where data is limited or expensive to collect, which is a key feature of all DSS and ESS systems for supporting critical strategic decision-making in real time [20].

3.6. Oscillatory Neural Networks (ONN)

Oscillatory neural networks (ONN) represent a class of neural networks that use oscillatory units for information processing. They are inspired by natural oscillatory patterns present in biological systems such as brain waves and heart rhythms. These networks use dynamic rhythms and phase calculations for information representation and processing, achieving efficient analysis of cyclical and seasonal patterns [21]. This concept was proposed by Hoppensteadt and Izhikevich in their work [6], aiming to develop a computational model that would more realistically emulate the working model of the human brain. According to their words, “Unlike a von Neumann computer, the neurocomputer does not execute a list of commands (a program). Its major aim is not a general-purpose

computation but pattern recognition via associative memory.” This direction has, over the past decades, intertwined with SNN models and is referred to as neuromorphic computing.

3.6.1. Mathematical Description and Theoretical Foundations of ONN

The basic concept of ONN is based on the use of oscillatory units that generate periodic signals for information representation. These signals can be sinusoids, cosinusoids, or other periodic waves that allow the network to track cyclical changes in data. Mathematically, oscillatory units can be described by differential equations modeling their dynamic properties [22][23].

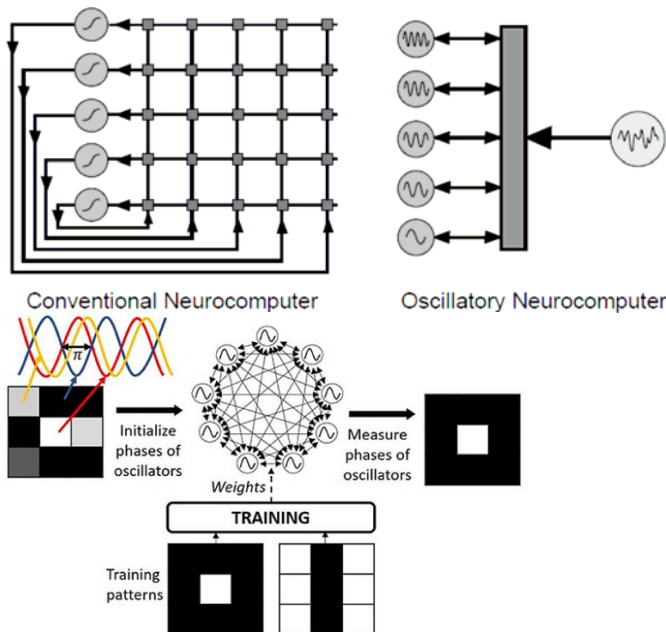


Figure nr. 2. Conventional neurocomputer with n neurons (circles) would have n^2 connections (squares). An oscillatory neurocomputer with dynamic connectivity imposed by external input (large circle) requires only n connections: between each neuron (circle) and the common medium (rectangle). Right: Paradigm of ONN network processing configured for pattern recognition. [6][24].

The idea of ONN networks is that each neuron is an oscillator with its own characteristics (frequency, phase, etc.) connected to other neurons by synaptic elements, which can be compared to weight indices in MLPs, except that the information is represented as a phase relationship between oscillators. Thus, the ONN network processes data through phase superposition or attenuation of signals of these weakly coupled oscillatory dynamics, as can be seen in Figure 2. The essential difference is that the information in this system is not necessarily binary, although it can be if one oscillator has a phase of 0° and the other a diametrically opposite phase of 180° . It is rather an analog gradient of all possible interphase angles. The entire inference process in these networks relies on the time it takes for the dynamic cyclical process to bring the phases, i.e., the system's state, to a stable final phase, which simultaneously represents the ONN system's output.

For example, the basic differential equation describing an oscillatory unit can be:

$$\frac{d^2x}{dt^2} + 2\zeta\omega_0 \frac{dx}{dt} + \omega_0^2x = f(t)$$

where ζ (zeta) and ω_0 (omega) are parameters determining the damping factor and natural frequency of the oscillator, and $f(t)$ is a function describing external stimuli [6]. This differential equation is used to model systems representing sources of mechanical or electrical oscillations (oscillators and RLC circuits) and vibrations in general, which is a primary characteristic of every oscillatory neuron.

The total energy of the ONN network E would be represented as:

$$E = \sum_{i=1}^n \sum_{j=1}^n W_{ij} \phi_i \phi_j$$

with ϕ_i as the phase state of neuron i and ϕ_j as the phase state of neuron j , and W_{ij} is the weight of the connection between neuron i and neuron j . Given this energy function representation, ONN learning can be viewed as a process of shaping the energy function and, more importantly, defining the minima of this energy function for a given specific task.

An interesting property is that the energy dynamics of a fully connected ONN network system are such that the energy function assumes a topological shape where training patterns are positions of local minima of the energy landscape. Even when the network starts its operation (inference) with noise in the data or disturbed

system values, it eventually evolves and stabilizes into one of the patterns trained during training, as seen in Figure 3.

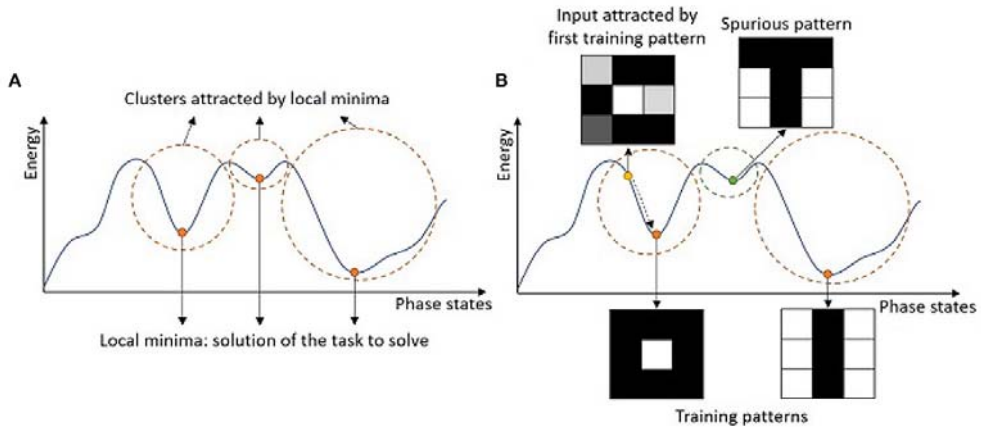


Figure nr. 3. Simplified representation of an energy landscape for (A) a global interpretation and (B) an interpretation in the case of pattern recognition. [24]

3.6.2. Advantages and Limitations

One of the key advantages of ONNs is their ability to efficiently process periodic and cyclical data. These models are particularly useful for tasks such as predicting weather patterns, analyzing biological rhythms, and economic forecasting. Additionally, ONNs are energy-efficient because they use fewer resources for information representation compared to traditional neural networks [25][26].

However, ONNs also have their limitations. Their architecture can be complex to implement and train, especially when it comes to synchronizing oscillatory units. They can also be sensitive to noise in the data, which can affect the accuracy of predictions [27].

3.6.3. Specific Applications

Oscillatory neural networks find application in various fields:

- **Climate Change Modeling:** ONNs are used to predict seasonal climate patterns and analyze long-term changes in climate data [28].
- **Economic Forecasting:** These models are used to analyze cyclical economic data such as changes in GDP, inflation, and market trends [29].

- Biomedical Engineering:** In biomedicine, ONNs are used to analyze biological rhythms such as heart rhythms and brain waves, enabling precise diagnostics and patient monitoring [30].

ONNs - Oscillatory neural networks represent a powerful tool for analyzing cyclical and seasonal data. Their ability to efficiently process periodic signals makes them ideal for applications in climate, economic, and biomedical fields. Despite their limitations, the advantages of ONNs make them a valuable resource for many scientific and industrial applications [31].

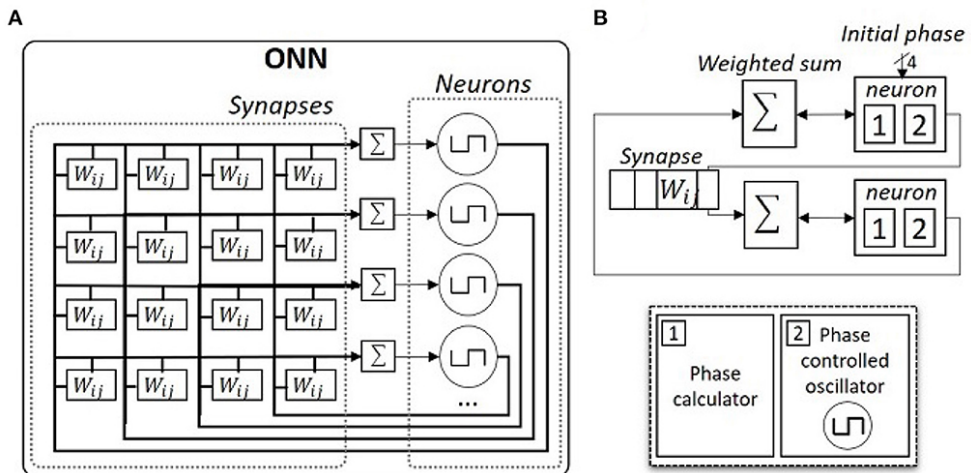


Figure nr. 4. : Schematics of ONN digital design. (A) Schematic of a fully-connected digital ONN. (B) Detailed schematic of a two-neuron digital ONN [32].

4. Model Implementation

Implementing models based on SNN, KAN, and ONN requires careful analysis and adaptation to specific business environment needs. For example, using neuromorphic chips such as IBM TrueNorth and Intel Loihi can significantly reduce energy consumption and increase the efficiency of real-time systems [14]. One approach is to combine multiple models for different tasks. For example, combining CNNs for image data processing with RNNs for sequential data analysis can provide robust solutions for complex business problems. Additionally, using Transformer models such as GPT-4 can enable advanced text and natural language analysis, while SNNs can provide energy-efficient solutions for real-time applications [14][15][33].

For KAN solutions, our starting point was not the code provided by the creators of the KAN neural network (available at <https://github.com/KindXiaoming/pykan> with the library installed via pip install pykan) because we assumed it was inherently proof of their concept with suggestions and results that are affirmatively supportive. Our approach started from the mathematical model of the KA representative theorem and the concept of a multi-layer architecture, thus creating an equivalent model that could be directly compared with similar topologies applied to other neural network models discussed in the paper.

4.1. KAN Model Evaluation

The applied architecture of KAN Neural Networks includes the following components:

- Input Layer: Receives data of input dimensions.
- Hidden Layers: Multi-layer perceptron's with specific weight patterns. Each layer has a number of neurons and weights defined by the Kolmogorov-Arnold theorem.
- Output Layer: Generates the final prediction based on the output of hidden layers.

Proposal for Optimizing the KAN Model

- Network Architecture:
 - Input Dimensions: Dimensions of the input vector are defined according to the specific application needs [34].
 - Layers: Defining the number of layers and the number of neurons in each layer [35].
 - Dropout Rate: Applying dropout technique for regularization [36].
- Data and Training:
 - Normalization: Standardization of input data [37].
 - Adam Optimizer: Using the Adam optimizer for more efficient training [38].
 - Regularization: Applying L2 regularization to prevent overfitting [39].

Example for Evaluating the KAN Model

Our starting point was the simulation of the KAN neuron itself:

```
#-----
#--- Code By Jovan Ivković ---
#- © 2024 All rights reserved -
#-----
import numpy as np
import matplotlib.pyplot as plt
from sklearn.metrics import mean_squared_error
from sklearn.model_selection import train_test_split
from sklearn.preprocessing import StandardScaler

def kan_neuron(x, weights, biases, dropout_rate):
    try:
        result = np.dot(x, weights) + biases
        if dropout_rate > 0.0:
            result = np.random.binomial(1, 1-dropout_rate, size=result.shape) * result
        return result
    except ValueError as e:
        print(f"Error in kan_neuron: {e}")
        print(f"x.shape: {x.shape}, weights.shape: {weights.shape}, biases.shape: {biases.shape}")
        raise e
```

Next, we created the KAN model with a multi-layer architecture:

```
def create_kan_model(input_dim, layers, dropout_rate):
    model = []
    for layer in layers:
        weights = np.random.randn(input_dim, layer['num_neurons']) * np.sqrt(2. / input_dim)
        biases = np.zeros((1, layer['num_neurons']))
        model.append({'weights': weights, 'biases': biases, 'dropout_rate': dropout_rate})
        input_dim = layer['num_neurons']
    return model
```

Then, we defined the method for training the KAN Model with an optimizer:

```
def train_kan_model(model, X_train, y_train, epochs, learning_rate, regularization):
    m_w = [np.zeros_like(layer['weights']) for layer in model]
    v_w = [np.zeros_like(layer['weights']) for layer in model]
    m_b = [np.zeros_like(layer['biases']) for layer in model]
    v_b = [np.zeros_like(layer['biases']) for layer in model]

    for epoch in range(epochs):
        layer_outputs = []
        input_data = X_train
        for layer in model:
            weights = layer['weights']
            biases = layer['biases']
            layer_output = kan_neuron(input_data, weights, biases, layer['dropout_rate'])
            layer_outputs.append(layer_output)
```



```
input_data = layer_output

error = y_train - layer_outputs[-1]
t = epoch + 1
for i in reversed(range(len(model))):
    layer = model[i]
    weights = layer['weights']
    biases = layer['biases']
    layer_output = layer_outputs[i]
    input_data = X_train if i == 0 else layer_outputs[i - 1]

    grad_w = np.dot(input_data.T, error) / len(X_train)
    grad_b = np.sum(error, axis=0, keepdims=True) / len(X_train)

    # Dodajemo regularizaciju
    grad_w += regularization * weights

    # Adam optimizer
    updates_w, m_w[i], v_w[i] = adam_optimizer([grad_w], m_w[i], v_w[i], t, learning_rate)
    updates_b, m_b[i], v_b[i] = adam_optimizer([grad_b], m_b[i], v_b[i], t, learning_rate)

    weights += updates_w[0]
    biases += updates_b[0]

    if i > 0:
        error = np.dot(error, weights.T)

    # Provera za NaN ili beskonačne vrednosti u težinama i ofsetima
    if np.any(np.isnan(weights)) or np.any(np.isnan(biases)) or np.any(np.isinf(weights)) or
    np.any(np.isinf(biases)):
        print(f"Invalid values encountered in weights or biases at epoch {epoch}, layer {i}")
        return model
return model
```

Evaluation of the KAN Model (pseudo code)

```
def evaluate_kan_model(model, X_test, y_test):
    predictions = forward_pass(X_test, model)
    error = mean_squared_error(y_test, predictions)
    return error
```

Initially, we set the parameters to:

```
# Primer korišćenja
train_size = 1000000
test_size = 100
epochs = 1000 #..100
layers = [{'num_neurons': 100}, {'num_neurons': 100}, {'num_neurons': 10}] # 3L
learning_rate = 0.001 #..0.01
regularization = 0.01 #0.01
dropout_rate = 0.02 #..0.2
errors = run_kan_model(train_size, test_size, epochs, layers, learning_rate, regularization, dropout_rate)
```

Considering the initial assumptions of our model compared to the idea that KAN networks are used for recognizing common patterns in the form of continuously described mathematical functions [5] on an optimized model as shown in the work [16], business decisions and the circumstances in which decision-makers at a higher DSS level of strategic decision-making will never need routine support for predictably adaptive management of production-business flows as is the case with MIS systems. Instead, they always require prophetic visions of radical changes in directions caused by sudden changes in market conditions and the business environment. Therefore, the decision to go or not is usually a gamble, and the available information and experiences in similar situations are very rare. Such situations do not follow repetitive patterns but have a chaotic-fractal nature because they are based on complex dynamic systems where a small change in conditions can cause chain changes over time. Considering all this, our data set is filled with the `np.random.binomial` function, which describes the number of successes in a fixed number of independent (Bernoulli) trials where each trial has two possible outcomes: success (with probability p) and failure (with probability $1-p$). This distribution is a typical example of making business decisions that lead to success or failure. Mathematically, it is described as the probability of k successes in n trials with the formula:

$$P(X = k) = \binom{n}{k} p^k (1 - p)^{n-k}$$

where X is a random variable that follows a binomial distribution with parameters n and p :

$$X \sim \text{Bin}(n, p)$$

and $\binom{n}{k}$ is the binomial coefficient calculated as:

$$\binom{n}{k} = \frac{n!}{k!(n-k)!}$$

The binomial distribution is a fundamental concept in probability theory and statistics, with broad applications ranging from gambling to statistical analysis in predefined possible states, to business and production domain applications.

The fact is that for more complex dynamic systems, creating a set of values might better be served by an N-Dimensional chaotic dynamic system based on Lorenz's chaotic attractor systems with two attractor states [40], similar but never identical values (fractal nature), because they would better describe the unpredictability of the business environment [41]. However, we abandoned that because our example for evaluating the NN model would unnecessarily complicate.

When choosing the topology of the neural network itself, the initial assumption is that with 100 input neurons in the network, we collect data from the specified number of key points, i.e., input details, map them to the second layer with the same number of neurons, and then classify them into 10 subcategories by similarity. Of course, there is an infinite set of possibilities for varying the number of levels, the number of neurons in them, and all other parameters, but this is the set on which we will try to evaluate all three models. The test set is chosen to clearly show random situations that rarely appear in the set within the range of 0 to 100 (max 200) similar in the set.

In Graphs 5 and 6, we can see the differences between the results obtained on an unoptimized model and with the introduction of ADAM optimization.

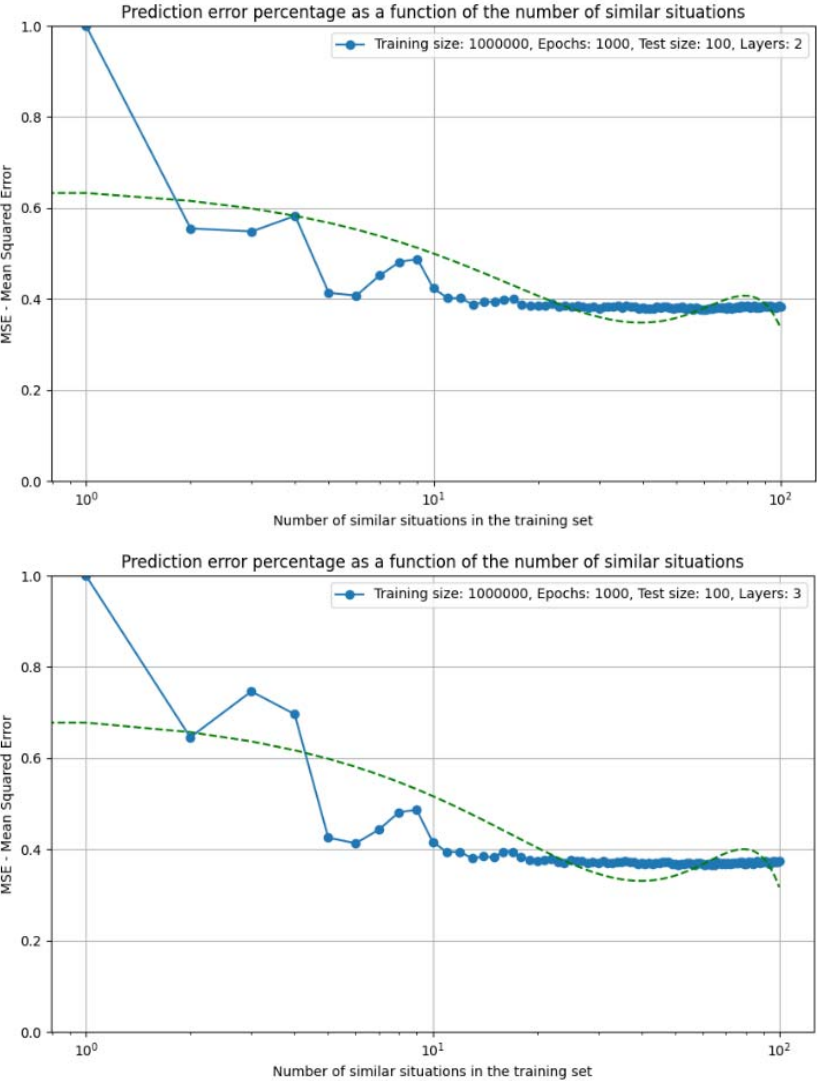


Figure nr. 5. : Evaluation of the KAN model with 2 and 3 layers without applying optimization algorithms (1M samples in 1000 epochs).

KAN networks, like other neural networks, may require some optimization techniques to reduce approximation function errors during training. Of course, it is important to note that the choice of optimization function can significantly impact training efficiency and model performance. This is precisely why we used ADAM (Adaptive Moment Estimation) optimization in one of the options for the KAN model. ADAM is capable of handling sparse gradients and is adaptable to changes in learning rates. With KAN networks, ADAM can stabilize the training process, especially when dealing with complex and high-dimensional data. It is also capable of supporting varying gradient scaling, which is significant for KAN networks that have highly nonlinear and complex gradient landscapes. Conventional Gradient Descent would struggle with some unique characteristics of KAN networks, such as oscillatory behavior during training. ADAM can quickly change the learning rate. Given the recent emergence and widespread popularity of KAN networks, there is still a broad field for researching the applicability of various optimization algorithms to this concept - a model of neural networks. For now, ADAM shows a higher degree of efficiency, stability, and convergence speed for better coverage of the complex gradient planes with which KAN networks operate [42][43][44].

Code for ADAM Optimization:

```
def adam_optimizer(gradients, m, v, t, learning_rate, beta1=0.9, beta2=0.999, epsilon=1e-8):
    m = [beta1 * m[i] + (1 - beta1) * gradients[i] for i in range(len(gradients))]
    v = [beta2 * v[i] + (1 - beta2) * (gradients[i] ** 2) for i in range(len(gradients))]
    m_hat = [m[i] / (1 - beta1 ** t) for i in range(len(gradients))]
    v_hat = [v[i] / (1 - beta2 ** t) for i in range(len(gradients))]
    updates = [learning_rate * m_hat[i] / (np.sqrt(v_hat[i]) + epsilon) for i in range(len(gradients))]
    return updates, m, v
```

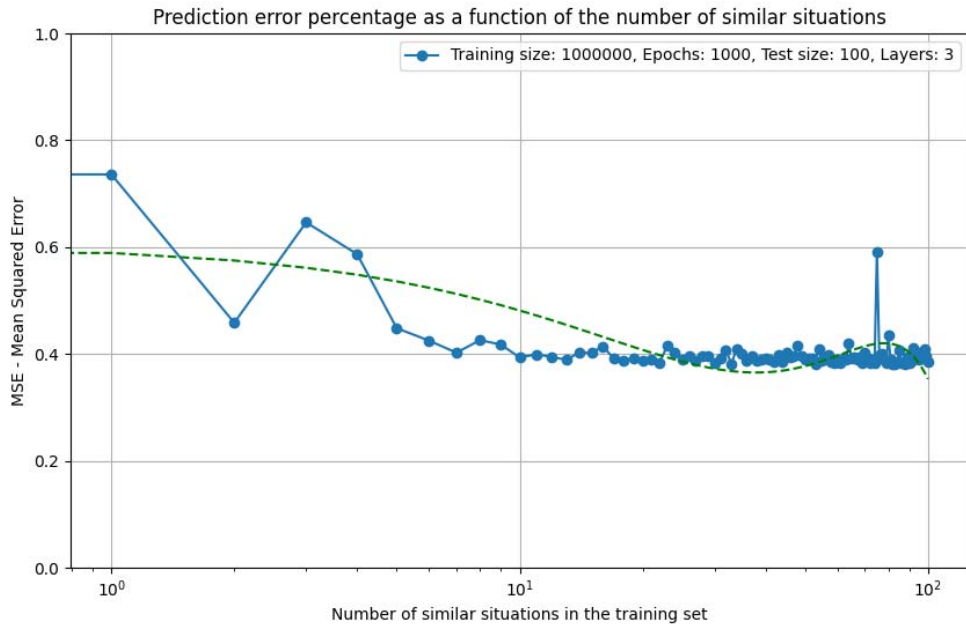


Figure nr. 6.: Evaluation of the KAN model with 3 layers with ADAM optimization (1M samples in 1000 epochs).

The results of this model with and without ADAM optimization show a clear tendency towards prediction with an MSE error of less than 0.5 after only a few similar samples in the training set, which is randomly generated, as seen from the code.

4.2. ONN Model Evaluation

ONN, unlike the mathematically-formal KAN, is closer to real neuromorphic computing of living beings, so its architecture and modeling method are different. Typical characteristics of ONNs include:

- Oscillatory Elements: Core to ONN neurons and use oscillations (sine or other periodic functions) for information representation and processing.
- Phases: Each neuron has a specific frequency and phase used for oscillations.
- Superposition: The output oscillation of each connected neuron is superimposed to form (calculate) the output value.

- Cyclic Interconnectivity: Neurons are usually interconnected in a cyclic manner, including feedback loops.

For this model, it is possible to introduce improvements and optimizations, but they differ from MLP and KAN NN solutions. Specific solutions for improving the ONN model can include:

- Adding Feedback Loops: Implementing feedback loops between layers can better reflect the cyclic nature of ONNs.
- Introducing Phase Synchronization: In some ONN models, phase synchronization between neurons is crucial for efficient network functioning.
- Adjusting Oscillatory Characteristics: Introducing more controlled ways of generating frequencies and phases can improve the model.

Network Architecture

Optimizing the ONN network architecture involves choosing the number of layers and the number of neurons in each layer based on specific tasks. Our example will have:

- Input Layer: Receives time series or business indicators as input data.
- Hidden Layers:
 - First Layer: 10 neurons
 - Second Layer: 50 neurons
 - Third Layer: 50 neurons
- Output Layer: Generates predictions based on the analysis of hidden layers.

Data and Training

Historical data on business performance, market trends, time series, etc., but represented as wave functions. Training will be conducted through a large number of epochs with a large data set for more precise model adjustment.

Mathematical Description and Program Code

An oscillatory neuron is mathematically defined as a sine function with frequency and phase:

$$\text{oscillatory_neuron}(x, f, \phi) = \sin(f \cdot x + \phi)$$

Where f is the frequency and ϕ is the phase of oscillation.

For training the network, the gradient descent method is used to minimize the error:

$$\text{error} = y - \hat{y}$$

and \hat{y} is the prediction of the network.

Example for Evaluating the ONN Model

Our starting point was the simulation of the ONN neuron itself:

```
#-----
#-- Code By Jovan Ivković ---
#- © 2024 All rights reserved -
#- ONN SinX model eval. Opt -
#-----
import numpy as np
import matplotlib.pyplot as plt
from sklearn.metrics import mean_squared_error
from sklearn.model_selection import train_test_split

# Funkcija za kreiranje oscilatornog neurona
def oscillatory_neuron(x, frequency=1.0, phase=0.0):
    return np.sin(frequency * x + phase)
```

Next, we created the ONN model with a multi-layer architecture:

```
# Funkcija za kreiranje oscilatorne neuronske mreže
def create_onn_model(input_dim, layers):
    model = []
    for layer in layers:
        layer_neurons = []
        for _ in range(layer['num_neurons']):
            frequency = np.random.uniform(0.5, 1.5)
            phase = np.random.uniform(0, 2 * np.pi)
            layer_neurons.append((frequency, phase))
        model.append(layer_neurons)
    return model
```

Then, we defined the method for training the ONN Model:

```
# Funkcija za treniranje oscilatorne neuronske mreže
def train_onn_model(model, X_train):
    trained_model = []
    for layer in model:
        layer_output = np.zeros_like(X_train)
        for freq, phase in layer:
            layer_output += oscillatory_neuron(X_train, freq, phase)
        trained_model.append(layer_output / len(layer))
    return trained_model
```

For ONN network prediction:

```
# Funkcija za predikciju korišćenjem oscilatorne neuronske mreže
def predict_onn_model(model, X):
    predictions = np.zeros_like(X)
    for layer_output in model:
        if len(layer_output) > 0:
            if layer_output.shape[0] != X.shape[0]:
                layer_output = np.interp(X.flatten(), np.linspace(0, 10, layer_output.shape[0]),
layer_output.flatten()).reshape(-1, 1)
            predictions += layer_output
    return predictions / len(model) if len(model) > 0 else predictions
```

ONN Model Evaluation:

```
# Funkcija za evaluaciju modela
def evaluate_model(model, X_test, y_test):
    predictions = predict_onn_model(model, X_test)
    error = mean_squared_error(y_test, predictions)
    return error
```

Initially, we set the parameters to:

```
# Primer korišćenja
train_size = 1000000
test_size = 100
epochs = 1000
layers = [{'num_neurons': 10}, {'num_neurons': 50}, {'num_neurons': 50}]
errors = run_onn_model(train_size, test_size, epochs, layers)
```

Already from the example of the program code, a lower level of complexity and purposeful simplicity inherent to the evolutionary development of the living world compared to KAN and other models can be observed. The only difference is that the data set was filled with random.uniform this time, and it could also have been filled with random.normal, i.e., with a uniform or normal distribution of random

values since the binomial set has little practical value for a neural model that processes continuous functions, although it is possible in such a state with the choice of diametrically shifted phase angles by π , i.e., 180° .

The results of this model, even without optimization, show a clear tendency towards prediction with an MSE error of less than 0.4 after only one similar sample in the training set, which is randomly generated, as seen from the code. Also, the probability of successful prediction is almost constant. This and similar neuromorphic SNN models have emerged from a decades-long effort by the scientific community to adopt and adapt models of neural systems of living beings, whose critical characteristic is exceptional reliability, resistance to interference, excellent energy efficiency, and, above all, the ability to make life-critical decisions with very little or almost no sufficient amount of relevant information from the environment, which significantly handicaps other mathematical-statistical models.

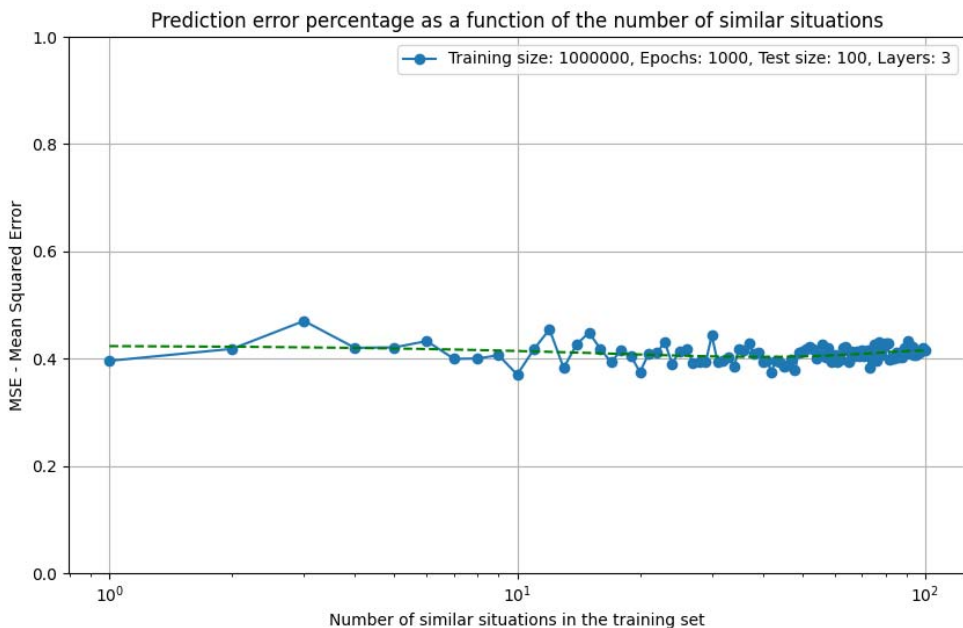


Figure nr. 7.: Evaluation of the ONN model with 3 layers without optimization (1M samples in 1000 epochs).

4.3. Spiking Neural Networks (SNN) Implementation

Spiking Neural Networks (SNNs) are inspired by biological neural networks and use discrete events, or spikes, for information processing. Unlike traditional neural networks that use continuous values, SNNs use temporally coded spikes for information representation and processing. This makes them more energy-efficient and suitable for real-time applications.

Network Architecture

- Input Layer: Receives input data.
- Hidden Layer(s): Contains spiking neurons.
- Output Layer: Generates the final prediction.

Example Implementation

The following example demonstrates a simple SNN using the *Brian2* library, showing how it can handle situations with minimal training data. Our starting point was the simulation of the SNN neuron itself:

```
#-----
#--- Code By Jovan Ivković ---
#- © 2024 All rights reserved -
#- SNN Model -eval-2 -
#-----
from brian2 import *
import numpy as np
import matplotlib.pyplot as plt
from sklearn.metrics import mean_squared_error

# Parameters
n_neurons = 10
runtime = 100 * ms

# Define neuron model
eqs = """
dv/dt = (I-v)/tau : 1
I : 1
tau : second
"""
```

Next, we created the SNN model with a multi-neuron architecture:

```

# Create neuron group
G = NeuronGroup(n_neurons, eqs, threshold='v>1', reset='v=0', method='exact')
G.v = 'rand()'
G.I = 'rand()'
G.tau = '10*ms'

# Synapses
S = Synapses(G, G, on_pre='v_post += 0.2')
S.connect(p=0.1)

# Monitors
spikemon = SpikeMonitor(G)
statemon = StateMonitor(G, 'v', record=0)

# Training Data
train_data = [i for i in range(train_size)]

# Train the network with given train_size data
for data in train_data:
    G.I = data / 10.0 # Scale input data
run(10 * ms)

```

The neuron model uses differential equations where the variable 'v' represents the membrane potential, 'I' is the input current, and 'tau' is the membrane time constant. Neurons are grouped with initial random values for both membrane potential and input current. Synapses between neurons have a connection probability of 0.1, and when a neuron spikes, it increases the membrane potential of the connected neuron. Monitors are used to track spikes and membrane potentials during the simulation. A function called *calculate_mse* is defined to train the network with a specified training set size and calculate the Mean Squared Error (MSE) on a test set. The MSE is calculated for different training set sizes, ranging from 0 to 100 similar cases.

The results are plotted in three subplots. The left subplot displays the membrane potential of a single neuron over time during the training phase with a training set size of 10, showing how the membrane potential changes in response to input current over time. The middle subplot illustrates the relationship between the input data and the output membrane potential after testing the network, with each dot representing the predicted membrane potential for each input data point tested from 0 to 100. The right subplot shows the MSE values for different training set sizes, indicating how the MSE decreases as the training set size increases, demonstrating the network's improved accuracy with larger training sets.

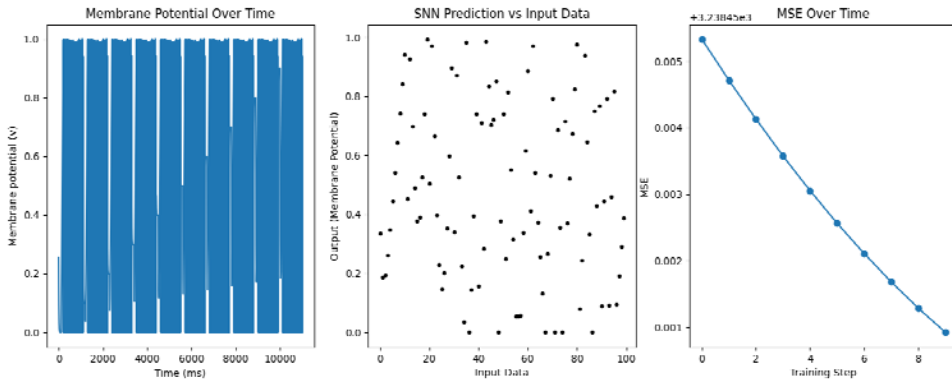


Figure nr. 8.: Evaluation of the SNN model with different training set sizes (0 to 100 similar cases) and testing with a wider range (0-100).

The results show that the SNN can effectively handle a wide range of input data, even with minimal training. The membrane potential outputs are plotted against the test data, demonstrating the network's ability to generalize from a small training set.

5. Applications in Business and Financial Decision-Making

The application of advanced AI models in business and financial decision-making allows companies to enhance their business processes and make data-driven decisions. AI models such as CNN, RNN, Transformer models, SNN, KAN, and ONN enable the analysis of large amounts of data and identification of key patterns that can help managers make better decisions [15].

One of the key applications of AI models in business is predictive analytics. By using AI models, companies can predict future trends, identify new business opportunities, and optimize their business processes. For example, CNNs are used for analyzing image data in retail to predict consumption trends, while RNNs are used for analyzing time series in finance to predict future stock price trends [1][11]. Transformer models such as GPT-4 and Gemini are used for text analysis and generation, allowing businesses to automate processes such as report generation, document summarization, and language translation. GPT-4 is also used for sentiment analysis on social media, helping companies monitor consumer opinions and adjust their marketing strategies [6].

Spiking Neural Networks (SNN) are used in applications that require real-time data processing with minimal energy consumption. For example, SNNs are used in

autonomous vehicles for real-time object recognition and decision-making while driving. Kolmogorov-Arnold Networks (KAN) are used for modeling complex phenomena with less data, enabling companies to develop precise models with limited datasets [3][4][5][16].

Oscillatory Neural Networks (ONN) are used for analyzing cyclical and seasonal data in applications such as predicting weather patterns and economic forecasts. These models use dynamic rhythms and phase calculations for information representation, allowing efficient analysis of data with periodic patterns [6].

5.1. Technological and Business Implications

The implementation of advanced AI models in business processes brings numerous technological and business implications. One of the key issues is the integration of these models into existing information systems. Companies must ensure that new AI models can be easily integrated with existing data management and decision-making systems, including issues of interoperability, data security, and change management [13].

Another key issue is the scalability of AI models. Companies must ensure that AI models can scale to meet the needs of large organizations. This requires robust and flexible infrastructures that can support large amounts of data and demanding AI operations [14].

Ethics and data privacy are also critical issues when implementing AI models. Companies must ensure that data is used ethically and that user data privacy is protected. This requires the adoption of strict data management policies and the application of advanced data protection techniques such as anonymization and encryption [12].

6. Conclusion

The implementation of advanced AI models, such as CNN, RNN, Transformer models, SNN, KAN, and ONN, offers promising solutions for energy-efficient and economically sustainable decision-making in business and finance. This research provides a comprehensive overview of current research and technologies that enable the effective use of AI models to enhance business processes [14][15].

This research was necessary to better understand the possibilities and limitations of various AI models in a business context. We promote ideas about integrating energy-efficient and high-performance AI models that can improve operational efficiency, reduce costs, and enable more precise decision-making. These technologies have the potential to transform the way businesses operate, providing

them with a competitive advantage in an increasingly dynamic business environment [33].

Through detailed analysis and concrete examples, we have shown how different neural network models can be applied to solve real business problems. CNNs have proven to be extremely effective in tasks of pattern recognition in images and video materials, while RNNs and their variants such as LSTM and GRU are ideal for analyzing sequential data. Transformer models such as GPT-3 and GPT-4 provide advanced capabilities for text analysis and generation, while new models based on SNN, KAN, and ONN offer energy-efficient solutions for specific applications [1][2][3][4][5][10][11][12].

The adaptation of various AI RPA and Copilot solutions from leading companies in the market of application business solutions has in just a few years led to a significant breakthrough of large language AI models and similar LLM NLP AI technologies based on Transformer architectures, achieving a significant not only business but also civilizational and cultural impact, business will probably never be the same as before AI NLP (GPT) technologies [20][33] [45,46,47,48,49,50,51].

The integration of these new models into business processes requires careful planning and implementation to ensure interoperability, scalability, and ethical use of data [15]. By adopting these technologies, companies can achieve significant improvements in efficiency and accuracy of decision-making, enabling them to remain competitive in the global market [33].

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DIGITIZATION TO DIGITAL TRANSFORMATION: IMPACT ON MARKETING PRACTICES

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Abstract:

The business landscape is transforming the way business organizations prepare to compete today and in the future. Digital technologies are now imperative for markets and society, and digital transformation is becoming a key area of business innovation.

The digital era of the 21st century demands an innovative approach towards the conventional theories of marketing. This study uncovers new perspectives to help companies undertake this revolutionary shift with agility, strategically aligning their operations with a customer-centric digital approach. The research utilizes a qualitative-method approach, consisting of comprehensive literature review and Indian industry case studies etc. The study unravels how digital transformation affects various elements of marketing including customer experience, Market segmentation, targeting, and positioning and other Marketing Mix elements.

Important finding of this paper illustrates the increased relevance of data-driven decisions within marketing management. It reveals the influential role of advanced analytics and artificial intelligence technologies in decoding customer behavior and personalizing marketing strategies.

This study investigates how digital technologies are currently implemented by companies and businesses, especially with reference to their Marketing Activities. In particular, since digital transformation can reshape the traditional process of value creation in which marketing is primarily involved, the article analyses the impact of digital transformation on traditional

marketing, including its role, organisation, and instruments. It also further suggests how the business should adapt the Digital Renaissance to augment their business trajectory and enjoy a sustainable business growth.

Ultimately, the study underscores the necessity for companies to embrace change and innovation, It also further suggests how the business should adapt the Digital Renaissance to augment their business trajectory and enjoy a sustainable business growth

Keywords: *digitisation, digitalization, digital transformation, marketing mix, impact*

JEL Classification : *M31, O33, L86, M15, D83*

Introduction

The digitisation of enterprises has impacted every aspect of business. Today's digital enterprise has gone far beyond a paperless office. The digital disruption of business has created completely new business models and customer expectations. Every business function is impacted by digital transformation, and marketing is no exception. Marketing and Innovation go hand in hand. As businesses try to target customers with different marketing approaches, using various marketing mix elements, every marketing effort needs innovation. Today this innovation has been fuelled by the Digital Technology.

With multi-stage interactivity and advanced analytics marketers now have control over various stages of the marketing funnel, and marketing is no longer a guessing game. The digital medium gives marketers the opportunity to connect with potential customers. Live streams, reels and stories, comments and feedback allow consumers to directly interact with a brand, making brands aware of what consumers want. Virtual Reality (VR) and Augmented Reality (AR) allow for immersive experiences that are already making inroads with the digitally savvy consumer.

Digital Transformation and Impact of Marketing: Conceptual Framework

Digital Transformation: This entails the adoption and integration of digital technologies into all areas of a business, fundamentally improving how operations are conducted and value delivered. Business models, digitalizing operations, and the use of data and technology to boost customer experience.

	IT uplift	Digitizing operations	Digital marketing	New ventures
What it entails	Modernizing existing IT	Optimizing existing business	Digital tools for marketing, e-commerce, customer acquisition	New business models and products
Benefits	Flexible platforms Ecosystem of tools	Cost reduction Efficiency Optimization	Upselling/ cross-selling Market/wallet share Brand value	Growth opportunities
Capabilities required	IT architects DevOps teams Change management	Business process knowledge; change management	Data analytics Digital marketing	Business creation Innovation processes Innovation leaders

Figure 1: Impact of Digital Transformation on Business. Source: HBR,2022

Marketing Practices: This refers to the tactics and methodologies utilized by managers to drive their organization's marketing approaches to promote products or services. It generally covers areas like product development, distribution strategies, sales techniques, communication channels, and pricing policies. These strategies are often integral to an organization's competitiveness and success. In essence, marketing practices guide how an organization interacts with its target market.

Impact on Marketing Practices: This involves studying the various changes brought out in marketing practices by digital transformation. It can be the development of digital marketing techniques like SEO, SEM, content marketing, influencer marketing, social media marketing, campaign marketing, etc.

Literature Review

Zlateva, D.(2020) explains how the Internet and digital media have opened up new opportunities for marketers who have adapted the tools they use to new consumer habits. He further elaborates that today, marketing communications more than ever require an integrated approach to reach a target audience, encompassing both traditional channels and the online opportunities offered by new technologies.

Gillpatrick, (2019), observed that Digital technology technologies and business practices are expected to radically transform the competitive landscape and society. Central to changing business practices is how digital technologies are transforming the practice of marketing which in turn is transforming the nature of markets globally.

Murgai (2018) explained about transforming digital marketing with artificial intelligence. He has discussed that because of rapid development in information technology and its applications, the whole business scenario is changed throughout the world.

Sindhuri et al., (2017) explained about digital marketing strategies, the benefits of the digital marketing and impacts of digital marketing. They observed that digital marketing is providing the great exposure to the business worldwide, digital marketing is helping in consumer satisfaction and the impact of digital marketing on business is high enough. They concluded that digital marketing is effective and helpful in building and maintaining the relationship with customers via different kinds of online activities

Grizane & Jurgelane (2016) threw light on impacts of social media or social network on the business evaluation. The study was focused on the restaurants located in Jelgava town. They have concluded that social networking activities have changed the whole scenario of the business and impacted the ROI positively and the business gained the maximum benefits.

Durai & King (2015) discussed the impact of digital marketing on the growth of consumerism. They have explained that how consumerism is playing a vital role in the digitalised world. They have found few main factors like: consumer expectation factors, functionality factors, marketing factors and service factors. They further mentioned that business organizations need to understand the environment in which their consumers live, how they think, and how they are changing with the constant change in technology.

Objectives of the Study:

The Research paper is presented on the following study objectives

1. What are the various impacts of Digital Transformation on Business in General and Marketing in Particular?
2. How the Indian Business and Industry have leveraged Digital tools and Techniques
3. What are the future implications of these impacts?

Methodology:

Qualitative methods are well-suited for this kind of research as they offer a deeper context and understanding of the intricate processes and experiences associated with digital transformation, which cannot be captured through quantitative data alone.

Qualitative Data Collection & Analysis The study adopted a qualitative research approach, focusing on Indian companies that have undergone a noteworthy digital transformation in their marketing strategies. This allowed the research to draw substantial insights from real-world implementations and provided a broadened perspective on the pragmatic implications of digital transformation on marketing strategies.

The Transition from Classical Marketing to Marketing 5.0

Digital marketing has emerged as a game-changer, revolutionizing the way businesses connect with their target audience. Unlike traditional marketing, which relied heavily on mass media channels such as television, radio, and print, digital marketing leverages online platforms to engage and interact with consumers. This shift is fuelled by the growing popularity and accessibility of the internet, as well as the widespread adoption of smartphones and other digital devices.

Traditional Marketing	Marketing Mix	Paradigm Shift
Company’s Idea in Product Design	PRODUCT	Customer Involvement
Fixed Price as Decided by Company	PRICE	Dynamic Pricing
Push and Pull Promotion	PROMOTION	Data Driven Customer Promotion
Single Channel Distribution	PLACE	Omnichannel, Flexible
More Human Involved	PEOPLE	Robot, IT and Human
Dependence of Human	PROCESS	Accurate, Automated, AR
Concrete Physical Environment	PHYSICAL ENVIRONMENT	Virtual Reality

Figure 2: The Impact of Digital Transformation on Marketing Mix

The all-encompassing and unstoppable expansion of cyberspace is changing every single dimension of consumers’ lifestyles. The impact of digital transformation on marketing management practices has been widely discussed in various studies. This has become even more important considering the digital age we live in, where emergent technologies are rapidly evolving and substantially reforming business models and market dynamics

Impact Areas in Marketing	Impact Outcome
Impact on CRM	Traditional CRM strategies have evolved into e-CRM or digital CRM, creating new approaches to understanding, pinpointing, and satisfying customer needs
Impact on Market Intelligence	The analysis and management of big data through artificial intelligence, machine learning, and predictive analytics have given companies new perspectives on market trends and customer behaviors.
Impact on Content Marketing	Automated content generation, search engine optimization, and use of analytics have ushered in more targeted and effective marketing campaigns.
Impact on Customer Acquisition	The use of social media platforms and mobile technologies has expanded the scope of traditional marketing, with companies now being able to engage with customers in a more interactive and efficient way
Impact on Market Segmentation	With rich customer data at their disposal, marketers went from broad demographic groups to increasingly granular segmentation, including behavior-based or psychographic segmentation, thereby improving the effectiveness of their campaigns.
Impact on Distribution and Supply chain	Improved supply chain efficiency, speed up processes, availability of better insights,

Figure 3: Impact of Digital transformation on Marketing Practices

Leveraging Digital Transformation Tools for Augmented marketing effect

Case Study 1: How Does The Ministry of Food Processing (Govt. Of India) spread awareness about World Food India through social media platforms?

In 2017, the Ministry of Food Processing Industries, a department of the Government of India, sought diverse strategies to promote and raise awareness about World Food India.

The Ministry aimed to spotlight India as a global food production powerhouse and sought to raise awareness, especially among youth, about the country’s significant food wastage issue. Leveraging the **World Food Day** platform, they enlisted a digital marketing agency to craft a creative strategy targeting social media users directly, emphasizing the importance of tackling food wastage.

Impact Matrix

Impact Outcome: Sales & Promotion	Impact outcome: Customer Reach
<ul style="list-style-type: none"> ➤ 4000+ leads generated ➤ 3000+ social media posts created, resulting in 4000+ website registrations ➤ Trended on India’s Twitter with 8 activations ➤ Twitter followers grew from 1400 to 150k ➤ Facilitated \$20 billion worth of MoUs 	<ul style="list-style-type: none"> ➤ #ReduceFoodWastage: 51million impressions ➤ #NoWasteOnMyPlate: 2 million impressions ➤ #WarOnFoodWaste: 47 million impressions

Case Study 2: How KFC India boosted its Social Media Presence with campaigns like ‘Design your own bucket’, ‘Radio KFC RJ Hunt, and ‘Currycature’

KFC, a global restaurant chain, has excelled in leveraging social media to boost its online presence and drive product sales in India. Through campaigns like **Radio KFC RK Hunt** and **Design Your Own Bucket**, targeting the youth with mobile apps, KFC has significantly increased brand awareness and engagement. For instance, the Radio KFC RJ Hunt Campaign attracted over 3000 participants from 30 Indian cities.

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instance, the Radio KFC RJ Hunt Campaign attracted over 3000 participants from 30 Indian cities.

Digital Marketing Strategy	Impact Outcome: Branding and Promotion
<ul style="list-style-type: none"> ➤ KFC’s social media campaign encouraged fans to record their voices for its in-house radio channel via Facebook, attracting newcomers eager to collaborate. ➤ The “Design Your Own Bucket” initiative garnered nearly 5500 colorful entries, while special buckets featuring Sachin Tendulkar’s image on his retirement day added an extra touch of excitement. ➤ KFC’s “Currycature” campaign invited participants to select a character with an ethnic Indian twist and upload their pictures. The campaign received an impressive response, with fans creating around 17,000 Currycatures. This initiative provided fans with a unique and engaging experience with the brand. 	<ul style="list-style-type: none"> ➤ Recognized among the five fastest-growing social media brands in India. ➤ Featured by Social Baker as one of the top 5 socially devoted brands. ➤ Featured by Social Baker as one of the top 5 socially devoted brands. ➤ Facebook page engagement increased significantly from 6.2% to an impressive 93.8%, three times higher than the sector average.

Case-3: How Max Hospital used SEO tools to increase on line visibility and attract specific patients

Digital Marketing Strategy	Impact Outcome: Customized Target Market and Brand Visibility
<p>Max Hospital, a multi-specialty chain with facilities across India, wanted to increase online visibility and attract patients seeking specific treatments in various locations.</p>	<p>Max Hospital implemented a comprehensive SEO strategy with a focus on two key areas:</p> <ul style="list-style-type: none"> –Location-Specific Keywords: They conducted thorough keyword research, identifying high-volume search terms with geographic intent. –Informative Content Creation: Max Hospital’s content creators developed

	<p>targeted landing pages for each location, focusing on specific specialities and procedures offered. The pages were optimized with relevant keywords and location tags. They also launched informative blog posts addressing common health concerns within each region.</p>
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Recommendation for Future Business

In light of the research conducted on the intersection of digital transformation and marketing practices, the author offers the following set of recommendations for businesses navigating this digital era. These suggestions are formed on the basis of the current implications gleaned from the study, as well as a projection into future marketing strategies that could be influenced and enhanced by the continuous digital evolution.

1. Shifting to Data-Driven Decision Making:

Businesses should leverage data analytics to inform their decision making processes. In an era marked by digitalization and big data, real-time, data-driven decisions have become invaluable. They facilitate an informed understanding of customer behavior, preferences, and trends. Consequently, businesses must invest in data analytics tools and capabilities to capture, analyze, and leverage these insights in their marketing strategies.

2. Embracing Omni-Channel Marketing:

In the digital era, businesses need to induce seamless and consistent brand experience, customer engagement, and personalized messaging across all platforms. For this to happen the businesses should shift to Omnichannel Marketing strategy that will facilitate them to engage with customers on various digital platforms - online stores, social media, email, mobile apps, and even traditional outlets.

3. Enhancing Customer Experience & Personalization:

Today, access to invaluable customer data has enlarged the scope of decision making for businesses which can be used to enhance customer experience. Personalization in products, services, and marketing campaigns will help in attracting and retaining customers.

4. Building a Strong Social Media Presence:

Due to the vast reach and influence of social media, contemporary businesses must ensure a robust presence on these platforms. It enables them to interact directly with customers, gather feedback, cultivate relationships, and raise brand awareness. Further, it provides an avenue for influencer marketing, which can help significantly in expanding market reach.

5. Investing in AI and Machine Learning:

Technology like AI and Machine Learning are at the forefront of this evolution in reference to marketing. These technologies can automate routine tasks, improve marketing efficiency, predict customer trends, and customize interactions, thereby revolutionizing marketing strategies.

6. Exploring Augmented Reality and Virtual Reality:

AR and VR hold enormous potential in their capacity to enhance customer experiences and drive engagement. They provide immersive experiences, allowing customers to interact with products and services before purchase. Integrating these technologies into marketing strategies will be groundbreaking.

7. Focusing on Voice Search Optimization:

As voice-driven virtual assistants like Siri, Google Assistant, and Alexa are becoming increasingly common, optimizing content for voice search will be crucial for businesses. This will require keyword strategies that reflect natural conversational language.

8. Leveraging Block chain Technology:

Blockchain technology presents an opportunity for businesses to enhance transparency and security in transactions, improve customer loyalty programs, and even combat counterfeit goods. Though still emerging, it is prudent for businesses to keep an eye on potential marketing uses for this technology.

9. Utilizing 5G and IoT:

As 5G technology becomes more widespread, the IoT will bring in ample opportunities to enhance Marketing capabilities like real-time customer engagement, highly-targeted advertising, and new forms of personalization.

Conclusion

This study has assuredly demonstrated that digital transformation brings pivotal enhancements to marketing strategies. Foremost on this list is the facilitated access to real-time consumer data, thereby leading to more informed decision-making. Digital technologies have unleashed advanced analytical tools capable of dissecting consumer patterns, predicting trends, and formulating better-targeted campaigns.

Secondly, digital transformation has largely reshaped the concept of engagement and interaction with consumers. Modern marketing strategies now fundamentally revolve around digital platforms for not only promoting products and services but also for maintaining customer relationships that transcend mere transactions. Digital transformation has resulted in revamped business models aligning with innovative product development, dynamic services, and personalized customer experiences. In terms of marketing growth, it is essential to have a digital transformation strategy to be agile and adaptable to the new consumers. By optimizing and refining digital channels, businesses will gain deeper insights that inform marketing approaches and enhance the customer journey for robust growth.

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IOT DIGITAL ENVIRONMENT - ADVANTAGES AND DISADVANTAGES OF BUSINESS DIGITIZATION. FUTURE TRENDS. CASE STUDY CONDUCTED AT SUTER PALACE HERITAGE BOUTIQUE HOTEL

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Abstract

In the contemporary business landscape, digitization through the Internet of Things (IoT) has emerged as a transformative force, reshaping traditional operational frameworks.

Looking from the perspective of the hospitality industry, the IoT digital environment offers a wide range of possibilities for hotel service innovation, underpinning the digitalization of the hospitality industry. This facility significantly improves customers' perception of smart hotels, contributing to a decisive extent to increasing the attraction and loyalty rates. The notorious Hilton and Marriott



hotel chains have integrated the IoT concept into hotel practice, presenting operability via mobile phone or integrated tablets. These specifications can record customer preferences (temperature, ambient light, TV channels), improving their overall experience. Digital technology enables the hospitality industry to offer guests food alternatives in accordance with their ailments. Medical sensors operated by wireless technology can filter food preparations containing carbohydrates or sugars and offer guests sustainable alternatives for their health. The augmented reality offers guests the possibility to view hotel rooms, as well as interactive menus that allow viewing food menu.

This article delves into the multifaceted impact of IoT-enabled digital environments on businesses, highlighting both the advantages and disadvantages of this paradigm shift. It provides a comprehensive analysis of how IoT enhances operational efficiency, customer experiences, and data-driven decision-making while also addressing potential challenges such as security vulnerabilities, high implementation costs, and the complexity of integration.

To contextualize these insights, the article presents a detailed case study of Suter Palace Heritage Boutique Hotel, a prestigious establishment that has embraced IoT digitization. The case study examines the specific applications of IoT within the hotel, such as smart room controls, predictive maintenance, and personalized guest services, demonstrating the tangible benefits and operational improvements achieved. It also explores the hurdles encountered during the digitization process, providing a balanced perspective on the practical implications of adopting IoT technologies.

Looking forward, the article identifies emerging trends in business digitization, including the increasing prevalence of AI-driven IoT solutions, the rise of edge computing, and the growing importance of data privacy and security measures. These trends are poised to further evolve the digital landscape, offering new opportunities and challenges for businesses across various sectors.

By offering a nuanced understanding of IoT digital environments, this article aims to equip business leaders and stakeholders with the knowledge necessary to navigate the complexities of digitization, make informed strategic decisions, and leverage future trends for sustained growth and innovation.

Keywords: *hospitality industry, innovation, IoT - Internet of Things, digital transformation*

JEL Classification: *O31, O32, Q55, Z32*

Introduction

In the era of rapid technological advancement, the Internet of Things (IoT) has become a pivotal driver of business transformation. IoT, characterized by a network of interconnected devices that communicate and exchange data, is revolutionizing the way businesses operate by enabling real-time monitoring, automation, and enhanced decision-making. This digital environment presents unprecedented opportunities for efficiency and innovation, but it also brings forth significant challenges that need to be carefully navigated.

This article explores the comprehensive landscape of IoT-enabled business digitization, focusing on both its advantages and disadvantages. On the one hand, IoT enhances operational efficiency, customer experiences, and data-driven strategies. It allows businesses to automate processes, reduce costs, and improve service delivery. For instance, smart sensors and devices can optimize resource management, predictive maintenance can prevent costly downtimes, and personalized services can elevate customer satisfaction.

On the other hand, the integration of IoT technology is not without its drawbacks. Businesses face substantial initial investment costs, potential security vulnerabilities, and the complexity of integrating IoT systems with existing infrastructure. Additionally, there are concerns related to data privacy, as the vast amounts of data generated by IoT devices require robust security measures to prevent breaches and misuse.

To provide a concrete illustration of these dynamics, this article includes a case study conducted at Suter Palace Heritage Boutique Hotel. This prestigious establishment has successfully integrated IoT solutions to enhance its operational efficiency and guest experience. The case study examines specific applications, such as smart room controls, energy management systems, and personalized guest services, showcasing the tangible benefits and the challenges encountered during implementation.

Furthermore, this article looks ahead to future trends in IoT and business digitization. Emerging technologies, such as artificial intelligence (AI) integrated IoT solutions, edge computing, and advanced data analytics, are set to further transform the digital landscape. These trends promise to bring new opportunities for innovation and efficiency, while also posing additional challenges related to data security and system integration.

By examining the dual facets of IoT digitization and presenting a real-world example, this article aims to provide business leaders and stakeholders with valuable insights into the strategic implementation of IoT. It seeks to equip them with the knowledge to leverage the advantages, mitigate the disadvantages, and stay ahead of future trends in the ever-evolving digital environment.

Literature Review

The Internet of Things (IoT) has emerged as a pivotal technology in recent years, driving significant transformations in business operations and strategy. This literature review focuses on recent studies (from the last three years) to provide an updated perspective on the advantages, disadvantages, and future trends of IoT-enabled business digitization.

Advantages of IoT in Business Digitization

1. Operational Efficiency and Cost Reduction. Recent literature highlights the substantial improvements in operational efficiency and cost savings due to IoT integration. For instance, Guo et al. (2021) demonstrate how IoT-enabled predictive maintenance reduces downtime and extends the lifespan of machinery, leading to significant cost reductions. Similarly, a study by Piran et al. (2020) shows that IoT systems can optimize supply chain management by providing real-time tracking and inventory management, thereby reducing wastage and improving resource utilization.

2. Enhanced Customer Experience. IoT's role in enhancing customer experiences is well-documented. According to Lee et al. (2022), IoT devices in retail environments enable personalized shopping experiences through smart shelves and personalized marketing, increasing customer engagement and satisfaction. In the hospitality sector, Liao et al. (2021) find that IoT technologies such as smart room controls and automated concierge services significantly enhance guest experiences by providing convenience and tailored services.

3. Data-Driven Decision Making. The ability to collect and analyze vast amounts of data in real-time is a significant advantage of IoT. Shi et al. (2021) explore how IoT-generated data, when combined with advanced analytics, can drive strategic business decisions, improve operational efficiency, and predict market trends. Furthermore, Tan and Wang (2020) highlight that businesses leveraging IoT data analytics can identify new business opportunities and optimize existing processes based on data-driven insights.

Disadvantages and Challenges of IoT in Business Digitization

1. Security and Privacy Concerns. Security remains a critical concern with IoT deployment. Zhang et al. (2022) discuss various security vulnerabilities, including unauthorized access and data breaches, emphasizing the need for robust security protocols and continuous monitoring to protect IoT ecosystems. Privacy concerns are also prominent, with Li and Liu (2021) stressing that IoT devices often collect sensitive personal information, necessitating stringent data protection measures to ensure user privacy and comply with regulations.

2. High Implementation Costs. The financial burden of implementing IoT systems is a notable challenge. Li et al. (2020) indicate that the initial costs for IoT devices, infrastructure, and integration can be substantial, particularly for small and medium-sized enterprises (SMEs). Additionally, ongoing maintenance and updates to IoT systems can incur significant costs, as highlighted by Yaqoob et al. (2020), making it essential for businesses to carefully evaluate the return on investment (ROI) for IoT initiatives.

3. Integration Complexity. Integrating IoT technologies with existing business systems can be complex and challenging. As noted by Cheng et al. (2021), interoperability issues, legacy system compatibility, and the need for skilled personnel to manage IoT systems are significant barriers to seamless integration. Organizational change management is also crucial, as successful IoT integration often requires shifts in business processes and cultural adaptations (Wang et al., 2021).

Future Trends in IoT and Business Digitization

1. AI-Driven IoT Solutions. The integration of AI with IoT is an emerging trend that enhances the capabilities of IoT systems. According to Huang et al. (2021), AI algorithms can process IoT data in real-time, enabling predictive maintenance, automated decision-making, and enhanced operational efficiency. AI-driven IoT solutions are expected to drive innovations across various sectors, including healthcare, manufacturing, and smart cities (Chen et al., 2021).

2. Edge Computing. Edge computing is gaining momentum as a solution to the latency and bandwidth issues associated with centralized cloud computing. Shi et al. (2021) explain that processing data at the network's edge reduces latency, improves response times, and decreases the load on central servers. This trend is particularly relevant for applications requiring real-time data processing and low-latency communication, such as autonomous vehicles and industrial automation (Satyanarayanan et al., 2021).

3. Advanced Data Privacy and Security Measures. As IoT adoption grows, so does the emphasis on developing robust security frameworks. According to Weber (2022), future IoT systems will incorporate advanced encryption, authentication, and access control mechanisms to enhance security and protect user data. Increased regulatory scrutiny and the establishment of industry standards are also anticipated to ensure the security and privacy of IoT ecosystems (Sundmaeker et al., 2022).

The recent literature underscores the transformative potential of IoT in business digitization, highlighting its significant benefits in operational efficiency, customer experience, and data-driven decision-making. However, challenges related to security, costs, and integration complexity remain critical considerations. Future

trends such as AI-driven IoT solutions, edge computing, and enhanced security measures are poised to further shape the digital landscape, offering new opportunities and challenges for businesses. This updated understanding sets the stage for the subsequent case study of Suter Palace Heritage Boutique Hotel, providing practical insights into the real-world application of IoT technologies.

Setting The Stage for The Digitization of Hotel Services

The Internet of Things is highlighted as a network with a high level of connectivity, connecting easily through the following technologies:

- RFID (Radio Frequency Identification);
- WSN (Wireless Sensor Network);
- 3G / 4G / 5G.

The IoT (Internet of Things) concept integrates intelligent operation in the hospitality industry, setting the stage for the digitization of hotel services. Devices integrated in the IoT (Internet of Things) concept have shown sustained growth since 2019, showing the following dynamics:

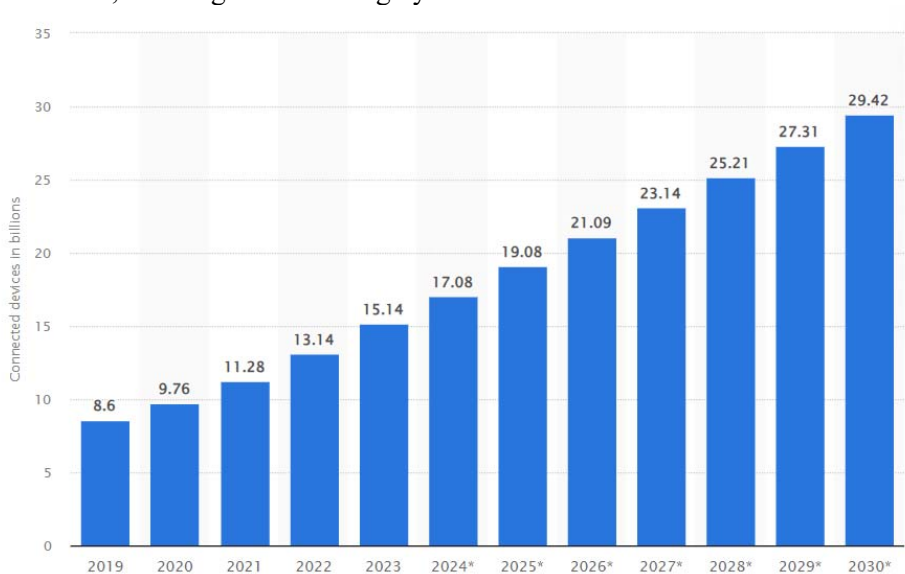


Figure no. 1. The number of devices integrated into the IoT concept in the period 2019-2023, outlined forecasts for 2024-2030

Source: <https://www.statista.com/statistics/1183457/iot-connected-devices-worldwide/>

According to the previously presented figure, in 2023 the number of devices integrated into the IoT (Internet of Things) concept increased by 76.04%. Forecasts formulated for the year 2030 emphasize the progress made by the IoT (Internet of Things) concept, with the number of devices operated through it registering a significant evolution. Compared to the reference year, 2030 is 94.31% above the 2019 level.

The studies undertaken at the level of 2023 highlighted the share of IoT (Internet of Things) devices according to the connection method, mentioning the following values:

Most Popular Connectivity Protocols for IoT

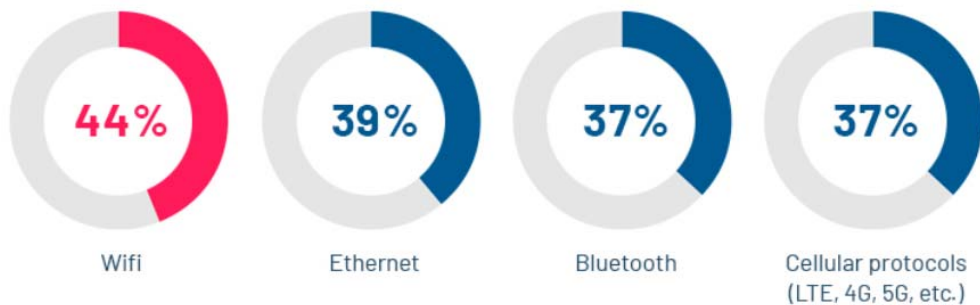


Figure no. 2. Weight of IoT devices in relation with the connection method

Source: <https://99firms.com/blog/iot-statistics/#gref>

According to the graph presented earlier, 44% of all devices connected to the concept of IoT (Internet of Things) highlighted wifi networks, while 39% of them were connected with the help of the Internet. Bluetooth technology and cellular protocol share the share of 37%.

The main arguments supported in favor of the implementation of the IoT (Internet of Things) concept in the hospitality industry are represented by:

Percentage of arguments for IoT integration in hospitality enterprises

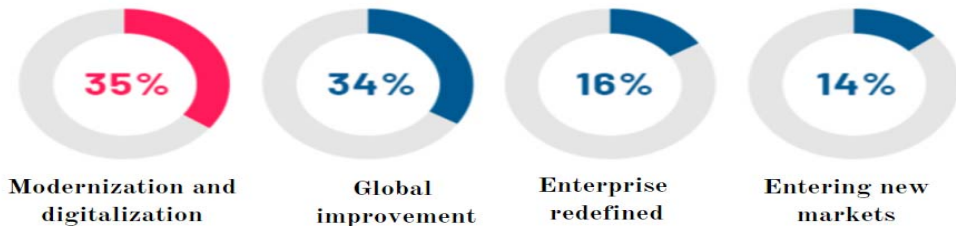


Figure no. 3. The arguments supported in favor of the implementation of the IoT concept

Source: <https://99firms.com/blog/iot-statistics/#gref>

In accordance with the information previously presented, 44% of all enterprises participating in the research mentioned that the integration of smart devices in the concept of IoT (Internet of Things) was due to the interest of the management structure in modernization and digitalization. The weight of 34% is attributed to the efficiency of services, ensuring a high level of operability and reducing the time required for the provision of hotel and restaurant services. The redefinition of the enterprise was signaled by 16% of the total enterprises participating in the study, while 14% of them mentioned the IoT (Internet of Things) opportunity for penetrating new markets.

The integration of the IoT (Internet of Things) concept in the hospitality industry derives from:

The concept of IoT (Internet of Things) highlights a wide range of advantages for businesses in the hospitality industry, noting:

Table no. 1. The contribution of the IoT (Internet of Things) concept in the hospitality industry

Contribution	Description
Personalized hotel rooms	Notorious hotel chains Hilton and Marriott have integrated the concept of IoT into hotel practice, presenting operability via mobile phone or integrated tablets. These specifications can record customer preferences

Contribution	Description
	(temperature, ambient light, TV channels), improving their overall experience.
Voice interaction	Amazon Alexa technology allows the guest to use voice control to operate smart devices integrated into the hotel experience. This facility allows control and adjust in-room devices such as lights, thermostats, blinds and smart mirrors
Smart sensors	Digital technology enables the hospitality industry to offer guests food alternatives in accordance with their preferences. Medical sensors operated via wireless technology can filter food preparations containing carbohydrates or sugars and offer guests sustainable alternatives for their health.
Augmented reality	Augmented reality offers guests the possibility of viewing hotel rooms, as well as interactive menus that allow the visualization of food preparations.
Maintenance	By installing sensors, hotels can track the status of all electronic devices and schedule staff activity based on guest requirements.

Source:Redaction after Car, T., Stifanich, L. P., & Šimunić, M. (2019). Internet of things (IoT) in tourism and hospitality: opportunities and challenges

The concept of IoT (Internet of Things) facilitates the transition of the hospitality industry to the predominantly digital economy, ensuring a high level of operability and connectivity.

The Decisive Advantages of Using Devices Connected to IoT

The decisive advantages of using devices connected to IoT (Internet of Things) in the performance of the hospitality industry derive from the following aspects:

1). *Customization of hotel services according to guests' needs, expectations and requirements.* This facility significantly improves customers' perception of smart hotels, contributing to a decisive extent to increasing the attraction and loyalty rate;

2). *Decrease in energy consumption.* Smart sensors of devices connected to the Internet of Things (IoT) allow the detection of human movement, thus adjusting the consumption of conventional energy according to the level of activity in the hotel room, thus:

- The ambient light turns off automatically if it does not detect human presence in the room;
- During the night, the light intensity is reduced;
- The temperature in the hotel room can decrease by 1 or 2 degrees if human presence is not detected.

3). *Remote control.* The user experience is greatly enhanced by operating devices via voice or touch commands:

- Guests can order food products through voice room service or through an interactive table;
- The ambient temperature can be programmed, according to the guest's preference, through voice commands;
- The ambient light can be adjusted both by means of voice commands and by touching a touch screen;
- Guest scheduling for fitness or spa services can be done through an interactive tablet, visualizing in real time the availability of the services, as well as the costs attached to them.

4) *Recording guest preferences.* In the concept attributed to customer loyalty, anticipating their needs and expectations occupies a primary place. Smart devices collect data about guest preferences, storing it and using it in their future stays.

I believe that this concept highlights undeniable benefits in accommodation structures that present a constant flow of tourists, intervening to reduce the costs attached to conventional energy and ensuring a high level of operability.

The disadvantages of using the IoT (Internet of Things) concept in the hospitality industry derive from the following aspects:

Key IoT Adoption Challenges

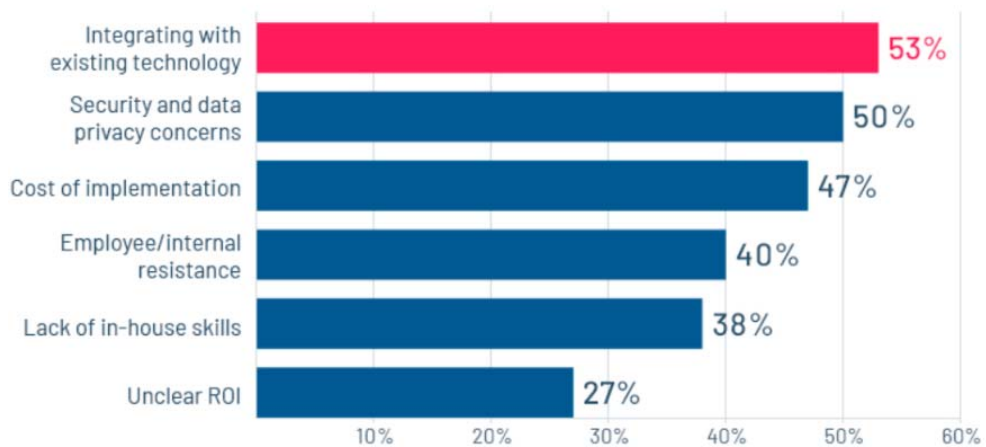


Figure no. 4. Disadvantages of IoT in the Hospitality Industry

Source: <https://99firms.com/blog/iot-statistics/#gref>

According to the previously highlighted graph, 53% of the hotel structures participating in the research mentioned as the main disadvantage the inability to connect smart devices to conventional technology, requiring a re-approach of the entire accommodation structure to promptly respond to IoT (Internet of Things) technology. Concerns related to security and the protection of personal data cumulate the concern of 50% of the companies participating in the research. This situation underlines the vulnerability of digital technologies to cyber attacks, as well as their dependence on wireless technology, internet, bluetooth or 5G networks. High implementation costs represent the main disadvantage for 47% of all hotel companies, requiring a considerable financial effort to renovate accommodation structures. The replacement of human resources by smart devices is the main concern of employees in the hospitality industry, this disadvantage accumulating 40% of the total responses recorded. Customer reluctance and inability to operate smart devices account for 38% of the total responses collected,

while 27% is attributed to unclear procedures regarding the implementation of smart devices in the contemporary hospitality industry.

The Future Prospects of the IoT

The future prospects of the IoT (Internet of Things) concept in the development of companies in the hospitality industry derive from personal perception on this subject, stating:

- 1) Integration of robots for the maintenance and sanitation of accommodation spaces;
- 2) The possibility of ordering food preparations through voice commands;
- 3) Operating cleaning devices (vacuum cleaners, steam mops, washing machines, dryers) by means of interactive tablets, following the sanitizing actions and the estimated time for their completion;

The insights highlight illustrative character and applicability within the enterprises identified in the hospitality industry.

Suter Palace Heritage Boutique Hotel stands out as a benchmark of tourism in Romania, presenting an exclusive sophistication. Its notoriety allows the introduction of the IoT (Internet of Things) concept inside the accommodation structure, re-approaching the tourist service through the following elements:

1) *Smart check-in and check-out devices.* They present a high level of operability, facilitating the guest accommodation process. Hotel customers can scan the QR code related to the reservation or enter its validation code via the touch screen of their smart devices.

These devices ensure quick validation of guest reservations, providing them with a digital key to enter the accommodation space. Aiming to facilitate the hotel experience for people who are visually impaired, these devices have the necessary features for voice operation.

2) *Smart devices for personalizing hotel rooms according to customer needs and requirements,* by:

- Adjusting the ambient temperature by means of voice commands;
- Adjusting the temperature of drinking water and that used for body hygiene;
- Adjusting the ambient light, as well as the shades attached to it (daylight, night light, wake light, cold light, warm light);
- Adjusting the sounds in the accommodation space (ambient sound, melodic lines, songs, sounds taken from nature);
- Request voice notifications when certain household appliances are plugged in and not in use (hair dryer, curling iron, ironing station);

- Adjusting the humidity in the accommodation space;
- Adjusting blinds in the hotel room.

3) *Monitoring the health status of guests with certain medical conditions, through:*

- Alerting the hotel staff in the event that the guest does not have normal vital functions;
- Making an automatic call to 112 in the event that the guest is injured or requires specialized medical care;
- Alerting the guest when the blood sugar level is low. This can be done by connecting the blood glucose monitor to the hotel technology.

4) *Identification of technical deficiencies of electrical and household appliances inside the accommodation room, by:*

- Detection of anomalies in the operation of electrical and household appliances;
- Detection of water or gas leaks;
- Smoke detection and automatic activation of fire extinguishers

5) *Smart mirrors.* The utility of smart mirrors derives from the possibility of their tactile operation, such as:

- Identification of meteorological information;
- Identification of tourist attractions and objectives in the vicinity of the accommodation structure;
- Identification of the TV program;
- Visualization of trends registered on the stock market;
- View the contacts of commercial stores, medical clinics or beauty salons;
- Programming the alarm or other reminders;
- Viewing the time;
- The possibility of triggering the timer;
- Viewing the temperature in the room;
- The possibility of connecting to the e-mail address and viewing the digital correspondence;
- Requesting room service.

Interactive mirrors are interpreted as a particularly valuable tool for smart accommodation structures, ensuring a high level of operability.

6) *Smart video projectors.* The reasoning attached to the smart video projectors ensures a high level of adjustment according to the needs and expectations of the guests, thus:

- Provides indications for inducing a state of relaxation through meditation and breathing control exercises;

- Offers the possibility of reading existing books in digital format;
- Facilitates the viewing of video projections and physical exercises;
- Highlights fast connectivity to guest devices, projecting the image into the hotel room.

Conclusion and Proposal

In conclusion, the concept of IoT (Internet of Things) highlights an invaluable contribution for the hospitality industry highlighted worldwide. The possibility of personalizing hotel services, the high level of adaptability and operability stand out as the most significant variables attached to the Internet of Things.

The proposals made for Suter Palace Heritage Boutique Hotel are:

1) Integration of a specialist in the digitization of hotel services to ensure the correct implementation of smart devices;

2) Acquisition of interactive digital panels that can monitor the physical activity of guests;

Smart digital panels display date, time and weather information, allowing guests to perform guided exercise by monitoring heart rate.

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CYBERPRENEURSHIP AND ECONOMIC DEVELOPMENT OF SMALL AND MEDIUM ENTERPRISES

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Abstract

The study evaluated the effect of Cyberpreneurship and Economic Development of Small and Medium Enterprises' (SMEs) in Enugu State. The specific objectives were to: evaluate the effect of selling digital information product on employment generation and ascertain the effect of physical product on the income generation in Enugu State. The area of the study was selected SMEs of ICT centres in Enugu state. The study used the descriptive survey design approach. The primary source of data was the administration of questionnaire. A total population of 114 staff was used. The whole population was used due to small number. Eighty six (86) staff returned the questionnaire and accurately filled. Data was presented and analyzed using Likert Scale and the hypotheses using Pearson correlation coefficient (r). The findings indicated selling digital information product had significant positive effect on

employment generation in Enugu State, $Z(95, n = 211), 2.911 < 3.936 = p. < 0.05$ and physical product had significant positive effect on the income generation in Enugu State, $Z(95, n = 86), 2.696 < 4.367 = p. < 0.05$. The study concluded that selling digital information product and physical products had significant positive effect on employment generation and income generation in Enugu State. The study recommended amongst others that the unemployed or youths should avail themselves the opportunity of equipping themselves with Cyberpreneurship skills that enhance the use of the internet in marketing of their business.

Keywords: *cyberpreneurship, economic, development, audio-video technicians, unemployment rates.*

JEL Classification: *L26,L25,O33,O14,O12,M13*

Introduction

Today, the advancement of technology has facilitated the emergence of Cyberpreneurship, offering opportunities for numerous skilled individuals with limited resources to embark on their online ventures. Our contemporary world welcomes those willing to break away from conventional 9-to-5 corporate jobs to establish themselves and gain recognition in the expansive digital realm (Peterson, 2020). The digital era has reshaped the business landscape, creating avenues for virtual enterprises operating solely online. At the forefront of this movement are Cyberpreneurs, entrepreneurs harnessing the speed and power of the internet to conduct business. They utilize information technology to provide digital access to their offerings, devising innovative approaches to deliver products and services to consumers online.

Cyberpreneurship, as a subset of information technology, represents a significant and transformative revolution that has significantly impacted human life over the past century. Far from being a fleeting trend, information and communication technology permeates all aspects of life, revolutionizing organizational structures and employee responsibilities (Admin M2 IESC, 2018). Rapid technological advancements have propelled Cyberpreneurship into the realm of the knowledge economy, emphasizing the rapid dissemination of information at minimal costs. This sector's remarkable growth, facilitated by satellite, mobile, and internet technologies, presents companies with the challenge of adapting to information and communication technology (Admin M2 IESC, 2018).

In fostering sustainable economies, particularly in developing nations, efforts are directed towards promoting entrepreneurial activities. The intersection of technology revolution, entrepreneurship, and innovation has significantly influenced economic development, fostering entrepreneurship and job creation (Shabbir et al., 2016). Technology serves as a catalyst for change in societal perspectives, lifestyles, and education, exposing individuals to new business opportunities and challenges (Nanterme & Daugherty, 2017). In countries like Nigeria, Cyberpreneurs play a vital role in economic development, introducing innovative technologies, products, and services, and contributing to job creation, especially for women and youth, rural development, and economic stability (Osolor, 2016). In light of these developments, this study aims to assess the impact of Cyberpreneurship on the economic development of small and medium enterprises in Enugu State.

1.2 Statement of the Problem

Cyberpreneurship has opened doors for numerous professionals who have little to no investment to start their online business. It refers to entrepreneurs who use digitalisation to start, promote their business/ services through innovative techniques to create and sustain growth in the competitive market. Cyberpreneurs, like entrepreneurs, have essential roles in business activity, especially start-ups. These include being proactive, innovative, identifying opportunities, forecasting business changes, creating jobs and taking risks that will benefit their businesses.

While the fluidity and limitless applications of cyberspace have enabled Cyberpreneurship to thrive, it is also an ever-evolving playground for threat actors. Like cybercriminals leverage the power of the internet, too, but for illegal activities designed to disrupt and exploit the vulnerabilities that exist in an online business ecosystem. Poor access to e-commerce retailers and freelancers such as IT professionals, writers, bloggers, programmers, SEO experts, social media consultants, audio-video technicians, web designers, and graphic artists, to name a few have disrupted activities of cyberpreneurs in economic development.

These challenges if not checked will lead to unemployment rates and low income generation in Small and Medium Enterprises (SMEs) in Enugu State. Businesses unable to engage people via chat, social media, email, blogs and videos will reduce more avenues to talk to the customers. This has necessitated the study cyberpreneurship on economic development of Enugu State.

1.3 Objectives of the Study

The main objective of the study was to evaluate the effect of Cyberpreneurship on Economic development of Enugu State. The specific objectives consequently were to:

- i. Evaluate the effect of selling digital information product on employment generation in Enugu State.
- ii. Ascertain the effect of physical product on the income generation in Enugu State.

1.4 Research Questions

The following research questions guided the study:

- iii. What is the effect of selling digital information product on employment generation in Enugu State?
- i. What is the effect of physical product on the income generation in Enugu State?.

1.5 Statement of Hypotheses

The following null hypotheses guided the study:

- i. Selling digital information product has no effect on employment generation in Enugu State
- ii. Physical product has no effect on the income generation in Enugu State

2.1.1. Cyberpreneurship

“Cyber” is the culture of computers, virtual reality, and information technology, while “entrepreneurship” is the process of discovering innovative ideas to consolidate resources. With Cyberpreneurship, you have the merging of established economic systems digitized to exist in cyberspace. The Cyberpreneurship industry has experienced massive growth in the past decade, existing in every corner of the internet, (Peterson, 2020). Cyberpreneurship means any business or financial activity that takes place in cyber through a computer and internet and cyberpreneur is the person who earns through this mean. It is the new name given to the online business that is carried out by webmasters and affiliate marketers. A cyberpreneur is generally an entrepreneur who owns an online business that makes money selling software, hardware or advertising space on the internet through his website or blog,(Alam, 2020). Since the definition of cyberpreneur is ‘a person who carries out business activity online’, so the examples of cyberpreneurs are: Owners of e-commerce stores who sells products online.

Pro-bloggers, mean the blog owners who earn their living from their blogs by using different income means. Affiliate marketers, who earn through marketing of products and services of other companies on commission. Online stock and forex traders, who work online and trade stocks, forex and commodities. Freelancers who provide services to others also fall in the category of a cyberpreneur. Search engine optimization consultant agencies, website designers can also be termed as cyberpreneurs or semi-cyberpreneurs. The word semi is added because they may also need some sort of offline infrastructure also for public dealing. Since most of their business activities are online so we can add them to the list. Youtubers who own a YouTube channel that earns advertising/sponsorship revenue can also be called online entrepreneurs. People selling downloadable goods like software, e-books and applications etc. are also an example of a cyberpreneur. Companies like Amazon, Alibaba, Google, Facebook etc. are perfect examples of cyberpreneurship, (Alam, 2020) and Jumai and Anga.

2.1.2 Components of Cyberpreneurship

2.1.2.1 Selling Digital Information Product

Digital products are intangible goods that exist in a digital format. These include ebooks, music, digital art, software, online courses, and virtual goods in video games. Unlike physical products (e.g., clothes, cars, electronic devices, books, etc.), digital products don't have a physical form. Instead, they exist only in the digital realm. This makes them easy to distribute and are often less expensive than their physical counterparts (Bigcommerce, 2023). Digital products can be sold online or through brick-and-mortar retailers. For the majority of history, information has been distributed in one of two ways – via written word, such as books, or via spoken word, such as lectures. These methods made the distribution of information limited and often only available to the 'elite'. More recent technology has offered the world significantly easier ways to record, digest, and distribute information (Owain, 2023).

2.1.2.2 Physical Product

Physical product is product which can be touched physically and can be shipped to customer after selling it. **Physical Product** quality determines customer satisfaction rather than the Quality Virtual Image of the Product. Physical Products means products which can be touched or tangible, solid, dust or liquid state in a container, build with some materials, has a height, weight and dimension and can be shipped to customer after sale physically. These are not similar with other Digital or Virtual Products, which can be used, downloaded or subscribed

immediately after purchase and payment (Rakshit, 2023). Physical capital is one of the largest proponents of economic growth because it drives the productivity of goods and services within a company or industry. Physical products are merchandise, apparel, and other physical goods sold to customers. Physical product can be sold as one-time purchase, or as a subscription that automatically renews. To create a subscription, visit Subscription products.

2.1.3 Economic

An economic system is a means by which societies or governments organize and distribute available resources, services, and goods across a geographic region or country. Economic systems regulate the factors of production, including land, capital, labor, and physical resources. An economic system encompasses many institutions, agencies, entities, decision-making processes, and patterns of consumption that comprise the economic structure of a given community (CFI, 2022). An economy is an area of the production, distribution and trade, as well as consumption of goods and services. A given economy is a set of processes that involves its culture, values, education, technological evolution, history, social organization, political structure, legal systems, and natural resources as main factors.

2.1.4 Development

Development is a process that creates growth, progress, positive change or the addition of physical, economic, environmental, social and demographic components. The purpose of development is a rise in the level and quality of life of the population, and the creation or expansion of local regional income and employment opportunities, without damaging the resources of the environment.(SID, 2021). Development is basically an economic concept that has positive connotations; it involves the application of certain economic and technical measures to utilize available resources to instigate economic growth and improve people's quality of life, (Majeed and Shakeel, 2017).

2.1.5 Economic Development

Economic development represents different things to various scholars depending on their standpoint and intended application of the term. Dauda (2016) for instance views economic development as “the way by which society pursues developmental goals of meeting the yearnings and aspirations of the people using its human and material resources”. This implies that for economic development to

take place, there is need to bring together the fundamentals of development which include economic growth, social inclusiveness, and environmental protection. These elements are interconnected and are critical for the well-being of the generality of individuals and the society. Ayonotes (2016), reveals that Economic development includes the acceleration of economic growth, reduction of inequality, and the eradication of poverty. It can also be seen as a sustained improvement in the major economic variables such as inflation, unemployment, Gross Domestic Products (GDP), Gross National Product (GNP), per capita income, etc. over a long period of time without any compromise to the future of the country. It is the ability of a country to absorb economic shocks arising from unavoidable circumstances which are characterized by the modern society.

2.1.6 Components of Economic Development that Formed Parts of the Objectives of the Study

2.1.6.1 Employment Generation

Employment occurs when workers who want to work are able to find jobs, which increases economic output; however, they still require subsistence. High rates of employment are a signal of economic success, but extremely high rates of employment may signal an low heated economy. Employment data are collected and published by government agencies in a variety of ways (World Bank, 2014). Employments are a term referring to individuals who are employable and actively seeking a job but are able to find a job. Included in this group are those people in the workforce who are working but do not have an appropriate job (CFI, 2022). Employment generation is a keystone of economic recovery program. Employment opportunities give the population a stake in the peace process by providing young men and women with alternatives to violence. Economically, employment provides income to poor families, revives domestic demand for goods and services, and stimulates overall growth. Socially, employment can also promote social healing, encourage the return of displaced persons, and improve social welfare in the long run (United States Institute of Peace, 2023).

2.1.6.2 Income Generation

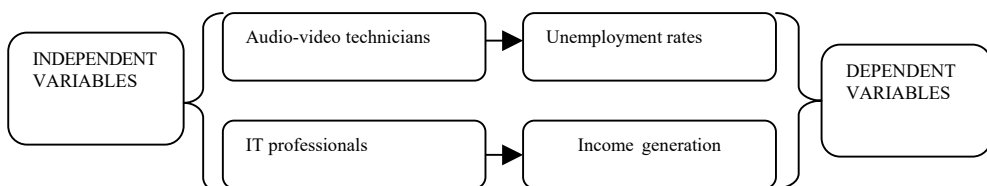
Income generation means taking a holistic approach to all sources of revenue: grants, contracts, donations, events, sponsorship, trading, investments and so on. Most organisations are strong in one or two areas, often to the point of reliance. Having an income generating activity is important because it is self sustaining. It can come in handy when all other options are not available. Income Generation should concern activities where community members can use skills that they

already have. Revenue generation is the process of planning, marketing, and selling products, with the ultimate aim of generating income and increasing profitability. Generating revenue is the most important activity that B2B companies engage in. Income generation means a derivative transaction involving the writing of covered options, caps, or floors that is intended to generate income or enhance return.

2.1.7 Small and Medium Enterprises’ (SMEs)

Small and mid-size enterprises (SMEs) are businesses that maintain revenues, assets or a number of employees below a certain threshold. Each country has its own definition of what constitutes a small and medium-sized enterprise, (Litero, 2022). Certain size criteria must be met and occasionally the industry in which the company operates in is taken into account as well. The small and medium scale business have been fully recognized by the government and development experts as the main engine of economic growth and a major factor in promoting private sector development and partnership. The definition of small and medium enterprises (SMEs) varies from country to country, region to region and from agencies to agencies in today’s world. Terungwa (2011) recounted that, “Small enterprises” or “small and medium enterprises” are elusive concepts. They do in fact hide a large heterogeneity in the types of the firms. A small-scale industry is an enterprise with total cost (including working capital but excluding cost of land) above N1.5 million but not exceeding N50 million, with a labour size of between 11 and 100 workers, while the medium-scale industry has a total cost (including working capital but excluding cost of land) above N50 million but not exceeding N200 million, with a labour size of between 101 and 300 workers.

2.1.8 Conceptual Framework of the Study



Source: Researcher, 2023

2.2 Theoretical Framework

The Joseph Schumpeter’s Theory of entrepreneurship guided the study:

Joseph Schumpeter’s Theory of entrepreneurship was developed in the year 1942. G.F. Papanek (1962) and J.R. Harris (1970)

Joseph Schumpeter's theory of entrepreneurship was developed in the year 1942. G.F. Papanek (1962) and J.R. Harris (1970) conclude that entrepreneurship is an important factor that influences entrepreneurial activity. Economic gains spontaneously develop the desire to pursue diverse entrepreneurial ventures among entrepreneurs. The relationship between a person's intrinsic motivation and desired economic gains has a profound influence on the development of entrepreneurial skills. Whenever certain economic conditions are favorable, entrepreneurial growth and economic growth take place. Entrepreneurial incentives are a major motivator for entrepreneurial activities. Speaking of innovations, he noted the new combination of factors of production, Schumpeter gave the entrepreneur the role of innovator, who was not just an ordinary executive, but an innovator (Daniel and David, 2021). Schumpeter starts with the assumption of a purely competitive economy in a stationary state. In such an economy, there is no uncertainty, no economic profit, stable money supply, stable income velocity of money, stable price level, and no economic growth.

2.3 Empirical Review

2.3.1 Effect of Selling Digital Information Product on Employment Generation in Enugu State.

Ogbo and Agu (2012) investigated the Role of Entrepreneurship in Economic Development from a Nigerian standpoint. Their objective was to analyze how entrepreneurship contributes to economic growth through the development of Small and Medium Enterprises (SMEs) in Nigeria. They selected 100 SMEs randomly from various states across Nigeria, encompassing a wide array of enterprises. The participants were chosen through simple random sampling and provided responses to questionnaires, which were supplemented with personal interviews of SME operators. Statistical analysis using the Statistical Package for Social Sciences (SPSS) was employed to analyze the data, including generating frequency distributions, means, standard deviations, chi-square statistics, and analyses of variance. The research hypotheses, tested at a significance level of 0.05 using chi-square statistics, focused on identifying the primary challenges facing SMEs in Nigeria, ranking the top ten problems or challenges, and exploring the relationship between the nature of business enterprises and their funding sources. The study's key findings underscored the significant role of SMEs in driving economic growth, development, and industrialization globally.

Miloslava (2020) conducted a study on Assessing the Awareness of Cybersecurity among Entrepreneurship Students, titled The Cyberpreneurship Project. This research

addressed the gap between entrepreneurs and cybersecurity experts, highlighting the challenges arising from conflicting priorities and insufficient awareness of cybersecurity threats among entrepreneurs. The study proposed the Cyberpreneurship Project, an interdisciplinary initiative aimed at enhancing cybersecurity awareness among entrepreneurship and cybersecurity students. The project involved cybersecurity students assessing the risk of cybersecurity threats in start-up businesses developed by entrepreneurship graduate students. The success of the project was evaluated using a mixed-methods approach, providing valuable insights for establishing similar educational models in academia.

Ndubuisi, Ezeani & Ile (2021) examined the adequacy of educational resources for enhancing skill acquisition among business education students in Anambra State, Nigeria. The study utilized a descriptive survey research design and involved 98 business educators from four tertiary institutions offering business education programs in Anambra State. Data were collected using a structured questionnaire and analyzed using mean, standard deviation, and t-tests. The findings revealed that the resources provided for skill acquisition were inadequately low, indicating a need for government intervention to enhance resources in business education programs.

Yuri, Carlos, Salazar, and Souza (2021) conducted a review on Understanding Technological Unemployment, focusing on the causes, consequences, and solutions associated with automation's impact on employment. The study synthesized literature from Scopus and Web of Science published since 2000, presenting insights into the social implications of automation and proposing actions to address them.

Omoyele, Ojo, & Iriobe (2022) investigated the Role of Cyberpreneurship in the Growth of Virtual Businesses in Nigeria. Using an online survey research design, they collected data from 107 respondents. The study highlighted drivers of cyberpreneurship in Nigeria, such as freedom, low operational costs, access to international markets, and stress-free service delivery. Additionally, it identified key characteristics of cyberpreneurs as risk-takers, flexible, and innovative individuals adept at identifying and seizing opportunities.

2.3.2 Effect of Physical Products on the Income Generation in Enugu State.

Umazayi (2013) conducted a study focusing on the Influence of ICT Innovations on Unemployment Rate in Nigeria. The research aimed to empirically assess how ICT innovations impacted unemployment rates in Nigeria between 1985 and 2011. This investigation was prompted by the observation that most studies on ICT innovations primarily concentrated on their effects on production,

economic growth, and employment. An econometric model employing the Classical Linear Regression Model was constructed using Ordinary Least Square (OLS) estimation. Data obtained from the Central Bank of Nigeria (CBN) and the National Bureau of Statistics (NBS) indicated that ICT had a statistically significant positive influence on unemployment rates in Nigeria during the studied period. Moreover, recent ICT innovations exacerbated the unemployment situation, leading to a structural shift in unemployment rates since their emergence.

Hazrina, Salini, Zailani, and Syamsuriana (2020) undertook a study reviewing Cyber Entrepreneurship in Malaysia, delving into its historical evolution, current status, and prospective developments. Cyber entrepreneurship represents a modern frontier within the entrepreneurship domain, leveraging the internet of things to conduct business, diverging from conventional methods. However, there exists a dearth of systematic reviews on cyber entrepreneurship in previous research endeavors. While many studies focus on cyber entrepreneurship's present impact on careers and human capital sustainability, few systematically explore its future implications among Malaysian cyber entrepreneurs. This paper aims to analyze existing literature, elucidate early challenges, identify trends, and pinpoint research gaps concerning the future impact of cyber entrepreneurship within the Malaysian context. A total of 55 articles addressing cyber entrepreneurship published between 2011 and 2019 were scrutinized, guided by a systematic review of databases such as Web of Science, Scopus, and Google Scholar, adhering to the PRISMA statement.

Boma-Siaminabo (2022) conducted a study evaluating the Impact of Cyberpreneurship on Youth Self-Reliance, specifically examining the correlation between cyber entrepreneurship and youth self-reliance in Rivers State, Nigeria. The research concluded that cyber entrepreneurship enhances the self-reliance of youths across various levels in Rivers State. Active involvement in cyber entrepreneurial activities, such as online application services, internet-mediated marketing, and online registration services, correlates with corresponding improvements in self-reliance. The study advocates for youths to prioritize engagement in cyber entrepreneurial activities to achieve a substantial degree of financial independence.

Eze, Agbo, & Mbah (2022) investigated the effect of e-management practices on the performance of shopping malls in Enugu State, Nigeria. The study aimed to assess the impact of e-payment on profitability and online marketing on service quality. The population comprised five selected shopping malls in Enugu metropolis with a substantial number of staff and a minimum capital base of 20

million naira, totaling 413 staff. The survey approach and stratified random sampling were utilized, with the entire population surveyed due to its small size. Data analysis involved mean scores (scores of 3.0 and above indicating agreement) and standard deviation using Sprint Likert Scale. Hypotheses were analyzed using Z-test statistics. Results indicated that e-payment significantly positively affected profitability, while online marketing significantly improved service quality. The study concluded that e-payment, online information sharing, and digital financial monitoring had a positive significant impact on performance.

2.4 Gap in Empirical Review

The few studies done were carried outside Cyberpreneurship on Economic development of Small and Medium Enterprises' (SMEs) in Enugu State and did not focus to best of my knowledge on the audio-video technicians on unemployment rates and IT professionals on the income generation in Enugu State. Most of the studies reviewed analysed their data through A purposeful sampling technique, Descriptive statistics and appropriate inferential statistics, Purposive Sampling technique, Ordinary Least Square (OLS) estimation technique Multiple Regression Analysis (MRA) method, Simple linear regression and Pearson correlation coefficient (r) while the present study made use of Z test to test the hypotheses. Therefore, the study aimed at filling Cyberpreneurship on Economic development of Small and Medium Enterprises' (SMEs) in Enugu State.

Research Design

The survey research method was adopted for the study. The study adopted survey research design given the fact that it involved the assessment of phenomenon without any attempt to maneuver the study variables and is characterize by the selection of random samples from population to obtain empirical knowledge of contemporary nature.

3.3 Sources of Data

Sources of data collection included primary and secondary sources.

3.3.1 Primary Sources

Primary data refer to original data collected basically for the purpose of the study. In collecting primary data for these study, the use of questionnaire was adopted.

3.3.2 Secondary Sources

Secondary data were obtained from facts already documented by others which are considered valid for the study. The secondary source of data for this study includes textbooks, internet, journals, articles and unpublished works.

3.3 Area of the Study

The study was carried out in Enugu state, Nigeria using the selected Enugu State Computers and ICT / Online Marketing and E-Marketing in Enugu State. The area of the study included: Kolkay Technolgies, 1 Ugwuaji Road, Maryland Enugu; Martinoglobal, 2 Egbema Lane Along Enugu Abakaliki Express Road, Incydas Communications, Agbani Road; Danorit Digital Marketing Agency, 27 Nwafor Orizu Avenue, Independence Layout; Host Link Global Services Ltd, Enugu Ezike Street, Federal Housing Estate, Trans-Ekulu; Digital Dreams ICT Academy, 1 Nwodo Street, Enugu; Global Business ICT Services (GBICTS) Limited, 70 Adelabu Street uwani, Enugu state; Incydas Communications, 1A Chime Ave, Beside Otigba Junction; Classicalb Learning Company, 27 Nwafor Orizu Avenue, Independence Layout, Enugu, Nigeria. These were chosen as a result of their experience and number of trained individuals and firms their customers online and employees in the organizations.

3.4 Population of the Study

The population of the study was one hundred and fourteen (114) from various SMEs of understudy as shown in the table 3.1.

Table 3.1 Population Distribution

	Selected SMEs	No. staff
1	Kolkay Technolgies,	13
2	Martinoglobal	15
3	Incydas Communications	10
4	DanoritDigital Marketing Agency	10
5	Digital Dreams ICT Academy,	11
6	Global Business ICT Services	12
7	Incydas Communications	15
8	Classicalb Learning Company,	15
9	Host Link Global Services Ltd	13
	Total	114

Source: Administrative desk office, 2023

3.5 Sample Size Determination

The whole sample size was used due to small number.

3.6. Sampling Technique

The stratified random sampling with a random start was adopted so as to give every unit of the population under study equal opportunity of being selected into sample.

3.7 Instrument for Data Collection

The Questionnaire was used for data collection. The secondary data were collected from firms, journals, publication, textbooks and the internet. Ten questions (10) in the questionnaire were ranged.

3.8 Validity of the Instrument

The instrument was given to two experts from the industry and academia to measure face and content validity. To make sure that the research instruments applied in the work are valid, the research ensured that the instrument measure the concept they are supposed to measure.

3.9 Reliability of the Research Instrument

Internal consistency test was used to test the reliability of the instrument. This was done by administering 20 copies of the prepared questionnaire to the sample of the study. Cronbach’s Alpha was used in determining the extent of consistency of the reliability. The formula is as follows:

$$= \frac{K}{1 - (k-1) (Cov/Var)}$$

Where :K = number of items on the survey. Cov = Average inter item covariance. Var = Average item variance. I = Constant.

A Cronbach’s alpha value (∞) of greater 0.750 indicated very strong reliability.

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	10	100.0
	Excluded	0	.0
	Total	10	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	No. of Items
.75	10

Scale reliabilities were calculated using Cronbach's Alpha; the result obtained was 0.75. This shows that the internal consistency of the scale is good for the purpose of this study because it is greater than 0.75 which was good.

3.10 Method of Data Analyses

Data from the questionnaire were analyzed with the aid of SPSS version 23 using simple, percentages. Data from the questionnaire were analyzed using simple percentages, mean and standard deviation. For the 5-point Likert scale questions, the strongly agreed (SA), agreed (A) Neutral (N) Disagree (D) and strongly disagree (SD). Z- Test statistics was adopted in the test of hypotheses.

4.0 Data Presentation and Analyses

4.2 Data Relating to Research Question

Table 4.2.1: Responses on the effect of audio-video technicians on unemployment rates in Enugu State

	5 SA	4 A	3 N	2 DA	1 SD	∑FX	- X	SD	Decision
1 Being audio – video technician has created job for the unemployed youths.	165 33 38.4	80 20 23.3	24 8 9.3	16 8 9.3	17 17 19.8	302 86 100%	3.51	1.555	Agree
2 Rental, and leasing services of audio-video technicians have decreased unemployment	105 21 24.4	80 20 23.3	30 10 11.6	16 8 9.3	27 27 31.4	258 86 100%	3.00	1.609	Agree
3 The audio-video technician's promoter's of performing arts, sports and similar events minimized job seekers	150 30 34.9	88 22 25.6	39 13 15.1	10 5 5.8	16 16 18.6	303 86 100%	3.52	1.485	Agree
4 The setting up and maintaining electronic equipment during meeting, conferences	180 36 41.9	88 22 25.6	21 7 8.1	30 15 17.4	6 6 7.0	325 86 100%	3.78	1.341	Agree

	and conventions provides jobs for the youths.									
5	The youths with the knowledge of audiovisual equipment installers and repairs minimized job seekers.	150 30 34.9	88 22 25.6	39 13 15.1	22 11 12.8	10 10 11.6	309 86 100%	3.59	1.384	Agree
Total Grand mean and standard deviation								3.48	1.4748	

Source: Field Survey, 2023

Table 4.2.1, 53 respondents out of 86 representing 61.7 percent agreed that being audio – video technician has created job for the unemployed youths of mean score 3.02 and standard deviation of 1.555. Rental, and leasing services of audio-video technicians have decreased unemployment 41 respondents representing 47.7 percent agreed with mean score of 3.00 and standard deviation of 1.609. The audio-video technician’s promoter’s of performing arts, sports and similar events minimized job seekers 238 respondents representing 60.5 percent agreed with mean score of 3.52 and standard deviation of 1.485. The setting up and maintaining electronic equipment during meeting, conferences and conventions provides jobs for the youths 58 respondents representing 67.5 percent agreed with mean score of 3.78 and 1.341. The youths with the knowledge of audiovisual equipment installers and repairs minimized job seekers 52 respondents representing 60.5 percent agreed with a mean score of 3.59 and standard deviation 1.384

Table 4.2.2: Responses on the effect of IT professionals on the income generation in Enugu State

		5 SA	4 A	3 N	2 DA	1 SD	∑FX	- X	SD	Decision
1	The IT professionals conduct entire transactions from delivery of products to generation of revenue.	135 27 31.4	140 35 40.7	21 7 8.1	22 11 12.8	6 6 7.0	324 86 100%	3.77	1.224	Agree

2	ICT is used in our everyday lives, makes life easier and more pleasurable	115 23 26.7	140 35 40.7	3 1 1.2	24 12 14.0	15 15 17.4	297 86 100%	3.45	1.461	Agree
3	IT professionals bring business and organizations close to customers	115 23 26.7	144 36 41.9	18 6 7.0	34 17 19.8	4 4 19.8	315 86 100%	3.66	1.204	Agree
4	The reduction of waste and more efficient stock management are ensured with IT professionals.	85 17 19.8	116 29 33.7	45 15 17.4	38 19 22.1	6 6 7.0	290 86 100%	3.55	1.515	Agree
5	IT professionals have aided in the supports of several-fold growth in production.	175 35 40.7	80 20 23.3	42 14 16.3	26 13 15.1	4 4 4.7	327 86 100%	3.80	1.254	Agree
Total Grand mean and standard deviation								3.65	1.3316	

Source: Field Survey, 2023

Table 4.2.2, 65 respondents out of 86 representing 72.1 percent agreed that The IT professionals conduct entire transactions from delivery of products to generation of revenue of mean score 3.77 and standard deviation of 1.224. ICT is used in our everyday lives, makes life easier and more pleasurable 58 respondents representing 67.4 percent agreed with mean score of 3.45 and standard deviation of 1.461. IT professionals bring business and organizations close to customers 59 respondents

representing 68.6 percent agreed with mean score of 3.66 and standard deviation of 1.204. The reduction of waste and more efficient stock management are ensured with IT professionals 46 respondents representing 53.5 percent agreed with mean score of 3.55 and 1.515. IT professionals have aided in the supports of several-fold growth in production 55 respondents representing 64.0 percent agreed with a mean score of 3.80 and standard deviation 1.254

4.3 Test of Hypotheses

4.3.1 Hypothesis: selling digital information products has no effect on employment generation in Enugu State

One-Sample Kolmogorov-Smirnov Test

	Being audio – video technician has created job for the unemployed youths.	Rental, and leasing services of audio-video technicians have decreased unemployment.	The audio-video technician’s promoter’s of performing arts, sports and similar events minimized job seekers.	The setting up and maintaining electronic equipment during meeting, conferences and conventions provides jobs for the youths.	The youths with the knowledge of audiovisual equipment installers and repairs minimized job seekers.
N	86	86	86	86	86
Uniform Parameters ^a , b	Minimum	1	1	1	1
	Maximum	5	5	5	5
Most Extreme Differences	Absolute	.384	.314	.355	.424
	Positive	.198	.314	.186	.070
	Negative	-.384	-.244	-.355	-.424
Kolmogorov-Smirnov Z		3.558	2.911	3.289	3.936
Asymp. Sig. (2-tailed)		.000	.000	.000	.000

a. Test distribution is Uniform.

b. Calculated from data.

Decision Rule

If the calculated Z-value is greater than the critical Z-value (i.e $Z_{cal} > Z_{critical}$), reject the null hypothesis and accept the alternative hypothesis accordingly.

Result

With Kolmogorov-Smirnon Z – value ranges from $2.911 < 3.936$ and on Asymp. Significance of 0.000, the responses from the respondents as display in the table is normally distributed. This affirms the assertion of the most of the

respondents that the selling digital information products had positive significant effect on employment generation in Enugu State.

Furthermore, comparing the calculated Z- value ranges from $2.911 < 3.936$ against the critical Z- value of .000(2-tailed test at 95percent level of confidence) the null hypothesis were rejected. Thus the alternative hypothesis was accepted which states that the selling digital information products had positive significant effect on employment generation in Enugu State

4.3.2 Hypothesis Two: Physical products has no effect on the income generation in Enugu State

One-Sample Kolmogorov-Smirnov Test

		The IT professional s conduct entire transactions from delivery of products to generation of revenue.	ICT is used in our everyday lives, makes life easier and more pleasurable.	IT professi o nals bring business and organiza tions close to custo mers.	The reduction of waste and more efficient stock management are ensured with IT professio nals.	IT professional s have aided in the supports of several-fold growth in production.
N		86	86	86	86	86
Uniform Parameters ^a , b	Minimum	1	1	1	1	1
	Maximum	5	5	5	5	5
Most Extreme Differences	Absolute Positive	.471	.424	.436	.291	.407
	Negative	.070	.174	.047	.291	.047
Kolmogorov-Smirnov Z		4.367	3.936	4.044	2.696	3.774
	Asymp. Sig. (2-tailed)	.000	.000	.000	.000	.000

a. Test distribution is Uniform.

b. Calculated from data.

Decision Rule

If the calculated Z-value is greater than the critical Z-value (i.e $Z_{cal} > Z_{critical}$), reject the null hypothesis and accept the alternative hypothesis accordingly.

Result

With Kolmogorov-Smirnon Z – value ranges from $2.696 < 4.367$ and on Asymp. Significance of 0.000, the responses from the respondents as display in the table is normally distributed. This affirms the assertion of the most of the respondents that physical products had significant positive effect on the income generation in Enugu State.

Furthermore, comparing the calculated Z - value ranges from $2.696 < 4.367$ against the critical Z - value of .000(2-tailed test at 95percent level of confidence) the null hypothesis were rejected. Thus the alternative hypothesis was accepted which states that physical products had significant positive effect on the income generation in Enugu State.

4.4 Discussion of the Findings

4.4.1 Effect of Selling Digital Information Products on Employment Generation in Enugu State.

From the result of hypothesis one, the calculated Z - value ranges from $2.911 < 3.936$ against the critical Z - value of .000. Thus the alternative hypothesis was accepted which states that the selling digital information products had significant positive effect on employment generation in Enugu State. In the support of the literature review, Miloslava (2020) carried out a study on Assessing the Awareness of Cybersecurity within Entrepreneurship Students: The Cyberpreneurship Project. The study provides the academic community with valuable tools and resources to establish similar educational models at their own institutions. Ndubuisi, Ezeani & Ile (2021) conducted a study on the adequacy of educational resources for enhancing skill acquisition among business education students for job creation in tertiary institutions in Anambra State. Findings showed that human and physical resources provided for enhancing skill acquisition among business education students for job creation were lowly adequate. It was further revealed that gender did not significantly influence business educators' mean responses.

4.4.2 Effect of Physical Products on the Income Generation in Enugu State.

From the result of hypothesis two, the calculated Z - value ranges from $2.696 < 4.367$ against the critical Z - value of .000. Thus the alternative hypothesis was accepted which states that physical products had significant positive effect on the income generation in Enugu State. In the support of the literature review, Hazrina, Salini, Zailani and Syamsuriana (2020) conducted a study on the Review on Cyber

Entrepreneurship in Malaysia: Past, Present and Future. Further review of these paper articles resulted in main items example cyber entrepreneurship, digital entrepreneurship, online entrepreneurship, social entrepreneurship, and e-entrepreneurship. Boma-Siaminabo, (2022) carried out a study on Assessing the Effect of Cyberpreneurship on Youth Self-Reliance. The study concluded that that cyberpreneurship enhances self-reliance of youths at all level in Rivers State. Devoted engagement of youths in cyberpreneurial activities such as online application services, internet-mediated marketing, and online registration services brings about corresponding improvements in their self-reliance.

5.2 Conclusion

The study concluded that Selling digital information products and physical products had significant positive effect on employment rates and income generation in Enugu State. Cyberpreneurship has undergone a serious transformation in a short period and this was as a result of technological developments. It has become the resources of what is known today as the knowledge economy which depends on the information and its delivery methods in the shortest time and at the lowest costs possible. Due to the tremendous development witnessed by this sector and to the extent it has contributed in all sectors, especially in light of the use of satellite, mobile phone and the Internet, this has put the companies in front of a new challenge which is the acquisition of information and communication technology.

5.3 Recommendations

Based on the findings, the following recommendations were proffered

- i. The study recommended that the unemployed or youths avail themselves the opportunity of equipping themselves with Cyberpreneurship skills that enhance the use of the internet in marketing of their business.
- ii. As ICT is used in our everyday lives, not only does it make life easier, it makes it a lot more pleasurable, it is necessary that we put in every plan in all the ICT training centres to enhance quality knowledge for human capital development.

5.4 Contribution to Knowledge

The few studies done were carried outside Cyberpreneurship on Economic development of Small and Medium Enterprises' (SMEs) in Enugu State and did not focus to best of my knowledge on the audio-video technicians on unemployment rates and IT professionals on the income generation in Enugu State. Most of the

studies reviewed analyzed their data through A purposeful sampling technique, Descriptive statistics and appropriate inferential statistics, Purposive Sampling technique, Ordinary Least Square (OLS) estimation technique Multiple Regression Analysis (MRA) method, Simple linear regression and Pearson correlation coefficient (r) while the present study made use of Z test to test the hypotheses. Therefore, the study filled the research gap on Cyberpreneurship on Economic development of Small and Medium Enterprises' (SMEs) in Enugu State.

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IOT DIGITAL ENVIRONMENT – ADVANTAGES AND DISADVANTAGES OF BUSINESS DIGITIZATION. FUTURE TRENDS CASE STUDY CONDUCTED AT UBER

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Abstract

The Internet of Things (IoT) has significantly transformed the digital landscape, offering businesses unprecedented opportunities for innovation, efficiency, and customer engagement. In recent years, the Internet of Things has increasingly infiltrated various industries. The impact of implementing and

using different IoT devices has been felt in several sectors, including the automotive one.

Uber is among the companies that have implemented IoT devices in their cars. Heat maps, GPS tracking, and telematics devices are just a few elements that have improved the Uber user experience. Through IoT, the company has managed to enhance its security, increase ride safety, and thus become one of the most well-known ridesharing applications in the world.

This paper explores the advantages and disadvantages of business digitization within an IoT digital environment, focusing on its impact on operational processes, data management, and market competitiveness.

By analyzing a case study conducted at Uber, this research examines how IoT integration has shaped the company's business model, operational efficiency, and customer experience. The study highlights the benefits of real-time data analytics, enhanced connectivity, and improved service delivery, while also addressing challenges such as data privacy, cybersecurity risks, and the complexity of IoT implementation. Furthermore, the paper discusses future trends in business digitization, including the growing role of artificial intelligence, edge computing, and blockchain in shaping the next generation of IoT-enabled business environments.

The findings provide valuable insights for companies looking to leverage IoT technologies for digital transformation, offering a balanced view of both the potential and pitfalls associated with this rapidly evolving technological landscape.

Key words: *automotive industry, Internet of Things, automotive technology, use experience*

JEL Classification: *L62, O33, L62, D83*

Introduction

The Internet of Things, along with artificial intelligence (AI) and big data, is at the core of the digitization of the global economy. The large volume of data collected from sensors can be monitored and powered to trigger an action, which will result in information being obtained or responded to by another object that is connected hundreds of miles away. With edge pass processing, we can avoid unnecessary communication and storage costs while applying machine learning and AI to identify those data patterns that positively impact physical processes or business.

With the exponential growth of connected devices and systems, data processing and analysis have become the driving force behind the digitalisation of our economy, society and environment. As devices become increasingly intelligent in collecting data, processing and transmitting information and triggering real-time actions, IoT is now at the heart of this digital transformation, integrating devices, data, computing power and connectivity together.

The Internet of Things creates intelligent environments powered by digital technologies with the aim of optimising the way people live their lives. By 2025 (International Data Corporation), more than 41 billion IoT devices are expected to be on the market. This will also lead to exponential data growth that will push computing and data analytics operations to the edge.

Research, innovation and subsequent deployment of the next generation of IoT will need much more computing power at the edge to support Europe's digital autonomy in future ICT systems. This can be achieved by creating a continuum of computing, from strings of far edge devices to the cloud, involving the building of smart platforms, which will be driven by key European players.

Literature Review (2022-2024): IoT Digital Environment – Advantages and Disadvantages of Business Digitization. Future Trends. Case Study at Uber

Advantages:

1. *Operational efficiency:* IoT enhances real-time analytics, improving decision-making and service delivery. A case study on Uber highlights how IoT optimizes operations, leading to significant gains in efficiency (Chen, 2023; Li & Wang, 2022).

2. *Customer experience:* IoT allows for highly personalized customer interactions, which enhance user engagement and brand loyalty. Recent studies show that IoT-driven personalization is a key competitive advantage in the digital economy (Smith et al., 2023; Zhang, 2022).

Disadvantages:

1. *Security and privacy risks:* IoT systems are vulnerable to cyber threats due to the vast amounts of data they collect. Research has consistently shown that security is a major challenge for IoT deployment, especially in large-scale applications (Kumar & Gupta, 2023; Davis & Lee, 2022).

2. *Complexity and costs:* Implementing IoT infrastructure requires substantial investment in both technology and expertise. The high costs and complexity of IoT integration are significant barriers, particularly for SMEs (Martinez & Jones, 2023; Patel, 2022).

Future trends:

1. *AI and Machine Learning integration:* The integration of AI and ML with IoT is expected to enhance predictive analytics and automation, making systems more efficient and responsive (Lee & Kim, 2023; Wang et al., 2022).

2. *IoT-as-a-Service:* The adoption of IoT-as-a-Service is increasing as businesses seek scalable, cost-effective solutions. This model is particularly beneficial for reducing upfront costs and facilitating easier integration (Thompson & Rivera, 2024; Singh & Kumar, 2023).

3. *5G Networks:* The roll-out of 5G networks is anticipated to revolutionize IoT by providing faster data transfer speeds and lower latency, which will significantly enhance IoT capabilities (Nguyen et al., 2024; Brown & Johnson, 2023).

4. *Edge computing:* With the growing volume of IoT data, edge computing is becoming crucial. It involves processing data closer to the source (e.g., IoT devices) rather than sending it to centralized data centers. This reduces latency and improves real-time decision-making, particularly in sectors like autonomous vehicles and industrial IoT (Hassan et al., 2023; Yadav & Gupta, 2022).

5. *IoT and Blockchain integration:* Blockchain is being integrated with IoT to enhance security, transparency, and data integrity. This combination is particularly useful in supply chain management and smart contracts, where secure and immutable records are essential (Zhou et al., 2023; Patel & Singh, 2024).

6. *Sustainable IoT:* As environmental concerns grow, IoT is being leveraged for sustainability, including smart energy management, precision agriculture, and waste reduction. IoT systems are designed to monitor and optimize resource use, reducing environmental footprints (Nguyen & Lee, 2023; Brown & Johnson, 2024).

7. *IoT in healthcare:* The pandemic accelerated the adoption of IoT in healthcare, leading to trends like remote patient monitoring, smart medical devices, and wearable health tech. These technologies are transforming patient care and enabling more personalized health management (Davis & Martinez, 2023; Zhang et al., 2022).

8. *Digital twins:* Digital twins, virtual replicas of physical systems, are increasingly used in conjunction with IoT to simulate, predict, and optimize performance. This trend is especially prevalent in manufacturing, smart cities, and predictive maintenance (Thompson & Rivera, 2024; Li & Wang, 2023).

1. Internet of Things

1.1 Definition. Characteristics. Uses

The Internet of Things (IoT) is a network of physical objects, i.e. "things", that are interconnected with each other using sensors or various software technologies, with the aim of exchanging data with other types of devices and systems that are in turn connected to the internet. These physical objects range from household objects used in everyday life to complex industrial tools. According to statistics, in 2022, the total number of devices that were connected to the Internet of Things was 16.4 billion and the forecast for 2025 is for this number to increase to 30.9 billion¹.

The term "Internet of Things" was first used in 1999 by British scientist Kevin Ashton to describe a system whereby different physical objects can be connected to the internet via sensors. Another use of the term was to illustrate how connecting radio frequencies (Radio-Frequency Identification), which are used in supply chains, to the internet can make it easier to count and track goods without the need for human intervention.

In 2007, the British Kevin Ashton, developed the term "Internet of things" saying that if there were computers that knew everything possible about things just by collecting data, without the need for human intervention, there would be the ability to track, evaluate every single thing and of course greatly reduce waste, losses and costs. He also added that this would make it possible to know when something needs to be repaired or replaced, and also that people could be kept informed at all times about the status of their appliances.

Although the term "Internet of Things" has taken off in recent years, the concept itself of connecting computers and networks to other devices for the purpose of monitoring and controlling devices has been around for decades. Examples of this include monitoring systems implemented in electricity meters, or telephone lines that were used commercially in the 1970s. In the 1990s, technological progress led to the development of wireless technologies, allowing machine-to-machine (M2M) technology to monitor the operation of equipment on a large scale. Most of the solutions existing at that time on M2M technologies were built as closed networks, specific to the industry in which they operated, thus avoiding the use of IP addresses.

Using IP addresses to connect non-computer devices to internet networks is not a new idea. An early "device" connected to an internet network using an IP address was a toaster that could be turned on and off over the internet. The device was

¹ Statista, 2022

presented in 1990 at an Internet conference. In the following years, other "objects" were connected via IP addresses. For example, a soft drink dispenser at Carnegie Mellon University, USA, and a coffee machine located in the Trojan Room at Cambridge University, UK, which remained connected to the internet until 2001. All of these devices helped lay the foundation for today's IoT technology over time.

The Internet of Things doesn't depend solely on computers to work. Any object, including even the human body, if equipped with specific equipment and sensors, can become part of the internet of things as it will become able to gather information about the 'thing' being monitored. The equipment varies according to what it is supposed to do, i.e. capture data or transmit it.

Understanding the insights provided by the Internet of Things means first understanding the process behind the results, because only in this way can a clear strategy be outlined on how this technology can be implemented within a business.

An IoT system has four main components: sensors or actuators, the communication part, the way they communicate or send information, and the processing of information and display to the user.

The Internet of Things, presented in a generalist way, works like this:

- Devices are equipped with hardware, e.g. sensors, that collect data;
- Data collected by sensors is shared via a cloud and integrated into software;
- The software analyses the data received and then sends it to users via an app or website.

All these connected devices are integrated into a platform that has the main role of connecting all the devices. Platforms vary from case to case, and there are now many such applications.

Devices that are connected to the Internet of Things are becoming more and more numerous nowadays, and over time many advantages and disadvantages of integrating this technology into everyday life have been observed.

1.1 Advantages of the Internet of Things

The advantages of using the Internet of Things in the business environment are as follows:

- Reducing the level of human intervention: this refers not only to reducing manual work or simplifying certain processes to make them more efficient, but also to eliminating tasks that are repetitive. By automating processes, employees can focus on other work tasks that may be more important;
- More tasks done in less time: the time saved by the internet of things is one of the biggest benefits. IoT technology can reduce the time it takes to complete

tasks, but also the time it takes to get information and make decisions, which leads to faster completion of tasks;

- **Efficiently collected data:** there is a myth about the internet of things that it involves collecting and analysing all the data resulting from its devices and sensors. The reality is that this data is only a small part of what is valid in an IoT system. All the data collected from different sources and devices over time is then filtered so that it helps in business decision-making;

- **Improved security:** the main feature of the Internet of Things is the ability to monitor and control devices, data or users and this has become an important factor in a company's decision-making process for when possible threats arise. On top of all this, the internet of things also offers the ability to monitor network and user activity, thus monitoring who uses a device and when they use it. It can also provide information about an object's geographical location or, through software, objects can communicate with each other by sending alerts during events. In this way, companies have increased security, both in terms of the devices they own being constantly monitored, but also in terms of threats coming from outside the company;

- **Increased efficiency in the use of resources:** the Internet of Things can be used to automate processes, which has the main advantage of increasing efficiency because it leads to less human intervention, with employees focusing on tasks that can be more important. IoT can also be used to allocate resources intelligently in an operational environment.

1.3 Disadvantages of Using the Internet of Things

The disadvantages of using the Internet of Things in business are as follows:

- **Security issues:** this is considered one of the biggest drawbacks of IoT devices, as being constantly connected to an internet network makes the devices vulnerable to cyber-attacks and some of the devices are insecure, not secure enough in protecting user data on the network.

- **Privacy issues:** a common issue in IoT technology is the privacy of users' personal data that may be collected and used without their consent. In addition to the collection of personal data, location tracking, spying on people, theft of personal information and manipulation can occur. The most common ways of collecting information are through smart devices such as: mobile phones, tablets or laptops connected to the internet via wireless networks or mobile data. Smart devices have sensors that help collect information about their users and provide location details when pictures are taken. All this information is then stored,

enabling marketers to promote their product or service to its exact target audience. This causes a great deal of uncertainty among consumers about protecting personal data on their devices.

- High internet dependency: because of the constant need for IoT devices, they will not work if there is no good internet network or a power outage. This can harm a business over time if it does not secure a good enough internet network to cover all devices connected to the IoT and if it does not have a power generator in case of a possible power outage. The more IoT devices a business has, the more dependent it will become on them, and the more employees will need them constantly to do their jobs.

An IoT ecosystem comprises a series of devices, applications and services connected to the internet and working together to make the internet of things work. The ecosystem comprises all the elements that are involved in deploying, operating and managing IoT solutions. Using the Internet of Things in business is not about connecting just a few devices to the Internet of Things but about the whole system that ensures the optimal functioning of IoT devices.

An IoT ecosystem contains several components, each component having its own tasks. When all components are put together, a strong IoT ecosystem is created. For it to work properly, each component needs to be carefully chosen and configured. The main components of an IoT ecosystem are: devices, data, network, platforms and agents.

Devices are the most common component of an IoT ecosystem. IoT devices can be sensors, actuators, which can collect data or perform certain actions based on the collected data.

Data is the basic component of an IoT ecosystem because. Without data, no ecosystem could function properly. Data enables interaction between the different components, but also helps to achieve specific goals.

The network helps data to flow from one part of the ecosystem to another. Cloud technologies are seen as the best solution for this because they allow data to flow freely. It is recommended that for cloud technology to be effective and secure, it should be secured in order to avoid possible cyber threats.

The platform is considered to be the brain of the whole ecosystem, having direct contact with the user and helping in the decision-making process as well as in performing operations based on the collected data. A high-quality platform is built on top of high-quality software.

Agents are represented by different factors interacting with the different components of the ecosystem. Each agent has its own ways, which are different

and unique, of interacting with the ecosystem and implicitly have specific objectives and goals to act. The ecosystem must be able to respond to the specific needs of each agent.

It is enough for just one of the components that are part of an IoT ecosystem to not function properly and the entire functioning of the ecosystem can be compromised. As a result, implementing such an ecosystem in a business requires that all the objects and systems to be connected must be integrated and configured in a proper way so that there are no various failures in the long run.

Internet of Things technology can be used in many areas of business, from simple things like devices in people's homes that can be connected to a phone or tablet, to smart cities or areas of business like medicine or agriculture. Areas where the Internet of Things can be used include smart homes, healthcare, manufacturing, agriculture, education, transport and smart cities.

Creating a smart home through the Internet of Things leads to a living space that meets an individual's needs in their daily routine. Sensors or actuators are generally used to create such a home. From the point of view of interaction and supervision of the whole ecosystem, phone or tablet optimised apps will be used. An example of a device connected as an IoT element in a smart home is a refrigerator that with the help of sensors can monitor the amount of food inside. Sensors installed inside the fridge can detect the absence of an important food in the fridge and notify the user, and can also order the missing food from the internet. The user in turn can customize the experience, being able to specify what food they need to be in the fridge and whether or not they want the app the fridge is connected to to automatically request food orders.

From a healthcare perspective, IoT devices can monitor a person's health with devices such as smartwatches that can collect a certain amount of data about an individual. This data can then be analysed by the user or a specialist. As an example, a doctor can monitor a patient suffering from a chronic disease to see whether or not they are following their treatment. If devices are used that are worn permanently by the patient, the doctor can observe the patient's health and habits. Doctors, with the help of these devices, can alert patients when they are not taking their treatment and can also create a personalised treatment plan.

In education, schools can be equipped with sensors in places such as classrooms, sports halls, canteens or the school building. In classrooms, sensors can be installed on pupils' chairs, monitoring whether they are present in class and then automatically producing an attendance sheet, saving teachers time in taking attendance. Cameras can also be installed to monitor the pupils of people in the

classroom or microphones to detect noise. The data collected can be used to observe the performance of pupils and teachers. Actuators can also be installed in classrooms to open windows when pupils' attention wanes.

IoT devices are becoming more and more widespread globally, making improvements in as many areas as possible. The Internet of Things brings both challenges and fears in terms of data privacy and cyber security, along with its benefits. When implementing an IoT ecosystem, businesses will need to educate themselves and create strategies that are effective and can respond to potential risks that are associated with IoT.

In conclusion we can say that the Internet of Things offers advantages, efficiency and cost-effectiveness in many sectors including:

- *Manufacturing*: by using sensors in automated production or packaging lines monitored by IoT, it avoids the creation of production activity syncs or unforeseen repairs, giving companies producing goods and services competitive advantages that are visible. Reductions in operating costs, reductions in downtime, and looking across the entire manufacturing activity, there is an improvement in performance management.
- *In logistics*: the implementation of multiple IoT applications helps to: direct the fleet according to the availability of cars and drivers, favourable or unfavourable weather conditions, storage location of goods, size and weight of goods, special transport conditions for certain goods, etc. There are companies that have sensitive areas of activity such as food, pharmaceutical or horticultural, they can use IoT to schedule transport, avoiding hot or cold periods in order not to damage the goods.
- *Sales and marketing*: all companies with a sales or marketing focus, can deploy IoT applications to improve the customer experience, improve the supply chain, reduce costs, collect customer feedback and last but not least promote products. Also by equipping shelves with sensors, inventory can be managed and critical stock alarms can be set on raw materials or finished goods.
- *Human resources*: staff recruitment, monitoring during working hours of employees at the workplace or remote working can be managed with dedicated IoT applications. IoT also helps by leveraging devices and connecting them to communicate quickly, to increase efficiency by constantly encouraging collaboration and removing geographical barriers.

IoT has changed the business world a lot and more and more companies and industries that have become aware of this are incorporating the Internet of Things into their practices. IoT is a valuable resource that helps companies to make their

business more efficient and cost-effective. The benefits in business practices can be seen over time, provided that potential dangers must always be kept in mind and measures taken to protect data at all times.

1.4 Future Trends in the Internet of Things

The future of the IoT looks prosperous, with new technologies and access to information we never thought possible before. The IoT will continue to form the backbone of many technologies in the future that will help change the way we all live. The data and information collected with IoT technology has now become the most important resource for the formation of a Digital Twin and for ML and AI algorithms. Both predictive maintenance and remote control make IoT devices a must-have when it comes to the industrial environment and beyond. We can say that IoT is definitely a cornerstone of the future.

Companies in all industries are investing in IoT to provide consumers with a better experience and to increase the efficiency of their products and services. The overall goal is to make life easier by automating tasks, which is reflected in improved health, more efficient homes and cars, and energy and water savings.

The Internet of Things (IoT) is constantly evolving, with future trends including technological innovations that will improve connectivity, security and efficiency. Here are some of the key trends for the future IoT:

- **5G and IoT:** The deployment of 5G technology will lead to increased network capacity and speed, allowing more IoT devices to be connected at the same time. This will facilitate the development of IoT applications that require low latencies and fast data transfers.
- **Edge Computing:** Brings data processing closer to its sources, thus reducing latency and the need to send data to distant data centers. This will allow IoT devices to process and also analyse data in real time without the need to send data to central servers.
- **Improved security:** A growing concern for data security in IoT will lead to the development and implementation of more stringent security and cryptography standards. Security solutions that are embedded in IoT devices will become more sophisticated in the future to prevent cyber attacks and protect user data.
- **Device interoperability:** Standardisation and interoperability between different IoT platforms and devices will also become crucial to help integrate and effectively manage the IoT ecosystem. Common protocols and open standards will play an important role in achieving this goal.

- AI and Machine Learning in IoT: Integrating machine learning and artificial intelligence technologies into IoT devices will improve their ability to analyse data and make autonomous decisions. This will enable smarter but also more personalised IoT applications in areas such as healthcare, transport and manufacturing.
- IoT devices will have a major impact in monitoring personal health and well-being. Fitness wristbands and other wearable devices will provide detailed health data, helping to prevent and manage disease.

Connected vehicles will become more common. They will use IoT to improve safety, navigation and convenience. There will also be advances in integrating autonomous vehicles with urban IoT infrastructure.

IoT will transform agriculture, allowing farmers to monitor and optimise processes. Sensors will help track crop condition, soil moisture and weather conditions, helping to increase efficiency and reduce waste.

Increasing data privacy concerns will lead to stricter regulations and at the same time higher requirements for the collection and management of personal data within the IoT ecosystem.

These trends will contribute to a growth and diversification of IoT applications in important areas such as healthcare, agriculture, transport, manufacturing, etc. However, it is important to take into account security and privacy issues in order to ensure a wide and sustainable adoption of IoT technologies in the future. The key is to adapt and learn how we can use these technologies to improve our lives and protect the environment.

2. Case Study. IoT Devices Used by Uber

Uber is a multinational transportation company based in San Francisco, California. It was founded in 2009 by Garrett Camp and Travis Kalanick and operates in over 900 metropolitan areas around the world. Uber offers services such as peer-to-peer sharing, food delivery and micro-mobility systems with electric bikes and scooters.

Uber offers an app through which its users can take advantage of transportation services. Uber has over time become one of the most widely used and well-known transportation companies in the world. The app offers different types of transportation depending on the needs of the users.

The company's platform allows its users to request a ride from the nearest drivers using the Uber mobile app. Uber drivers use their own vehicles and are basically independent contractors and not employees of the company. Customers

are able to track their driver's location, estimated time of arrival and pay for the ride via the app.

Uber has always been an important company in its segment. It has seen substantial growth especially in recent years, and has recently been on an upward slope in terms of revenue.

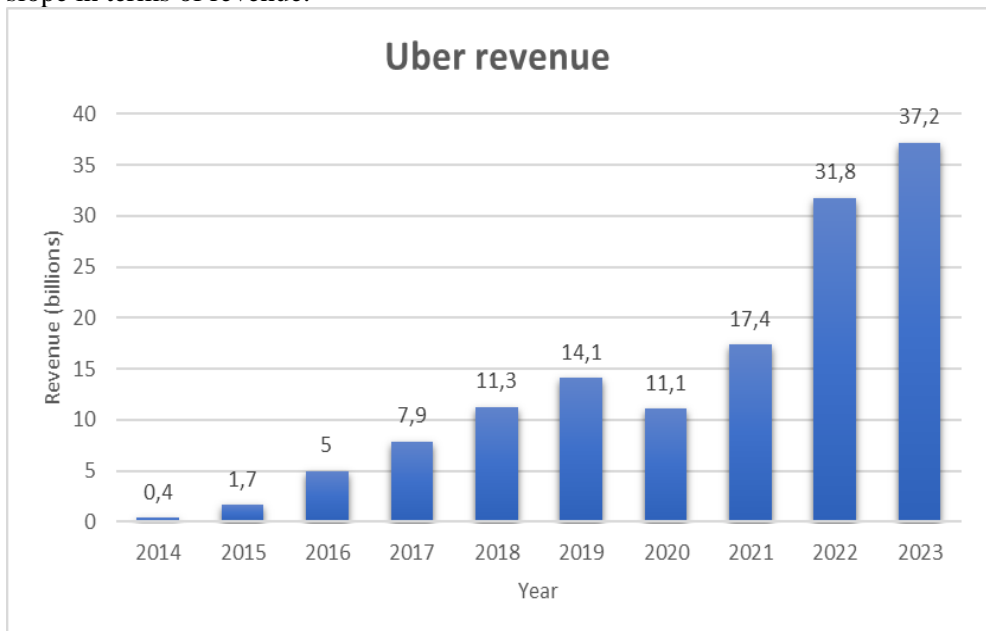


Fig 1. Uber revenue (source: *Business of Apps*)

At the same time as revenue has increased, so has the number of app users. Just like revenue, the number of users also declined at some point, namely in 2020, a pandemic year that brought declines across the board for the company. In the year 2023, Uber reported that out of 137 million users, about 88 million of them also use Uber Eats.

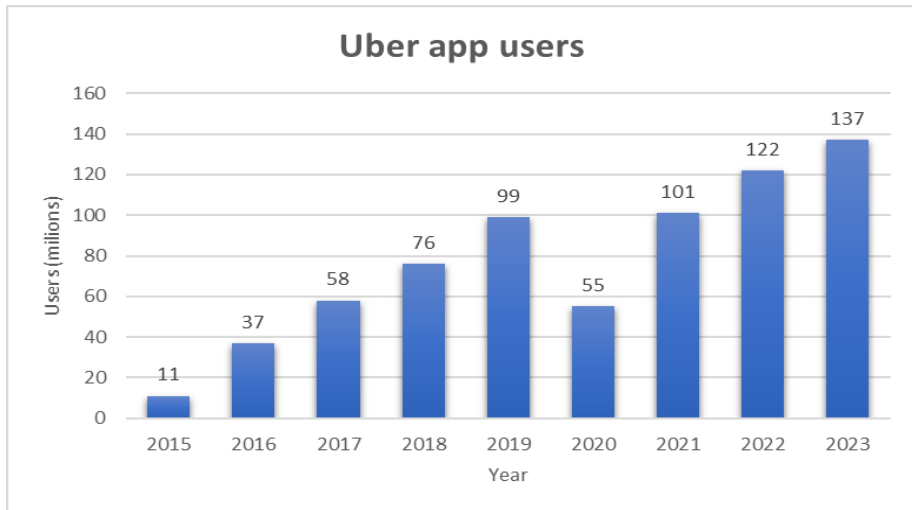


Fig. 2. Users of the Uber app (source: Business of Apps)

Uber's main business is providing rides. One of the biggest increases was reported in 2023, with Uber stating that there was a 23% increase in rides compared to 2022. Excluding the pandemic year, the company has seen steady year-on-year increases in the number of rides taken by app users.

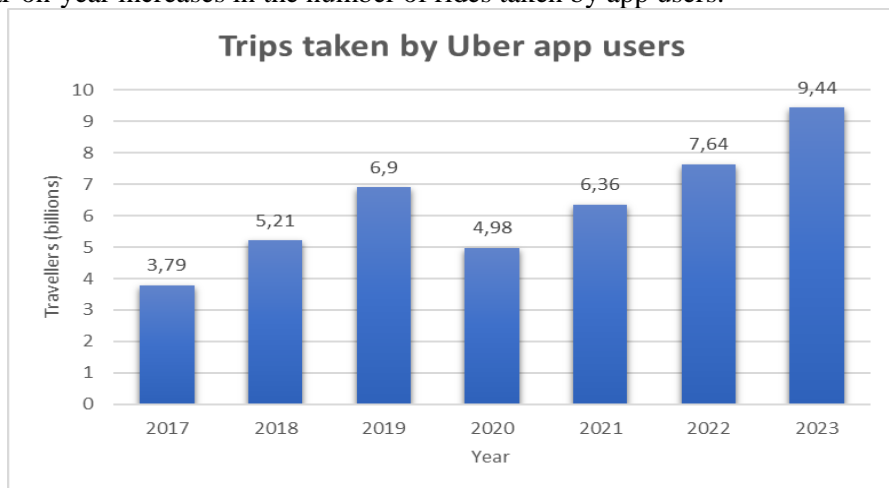


Fig 3. Trips made by Uber app users (Source: Business of Apps)

As can be seen from the above information, Uber has a high number of users and rides taken, which has helped them over the years to achieve high revenues. Apart from these numerical aspects, the company, with its growing number of users and visibility globally, has been pushed to bring the best experience to its users in terms of the services they offer.

In this way, IoT devices have emerged within the company. Since its inception, it had a number of IoT devices that it used, such as GPS location of both drivers and users. Over time, other devices have emerged to help make Uber rides more efficient.

The purpose of the case study is to provide insight into how IoT devices improve the experience that both users and Uber drivers have during a ride.

The way the case study will be conducted is as follows: it will take each step of taking a ride with the Uber app (according to the Uber website²) and expose what IoT devices are used during them, how they work and how they facilitate rides.

According to Uber's website, the main function of the app is to connect drivers with passengers through their platform. The company describes how the app works, through five steps. These are:

1. Step 1: **Passenger opens the application**

In this step, the user opens the application and enters the destination he/she wants to reach in the box called "Where to". After entering the destination he/she wants to reach, the passenger receives information about the fare, the estimated time of arrival and the type of transport he/she wants to use (UberX, Uber Comfort, Uber Green, etc.). Finally, the passenger selects the desired option and confirms the pick-up.

The first step already includes a multitude of devices that start working to provide the best user experience. The first IoT device that goes live the moment a user opens the Uber app is the GPS location. After entering the destination, the user, in addition to their location, can also see the location of several drivers who are nearby (Figure 4).

² <https://www.uber.com/ro/ro/about/how-does-uber-work/>

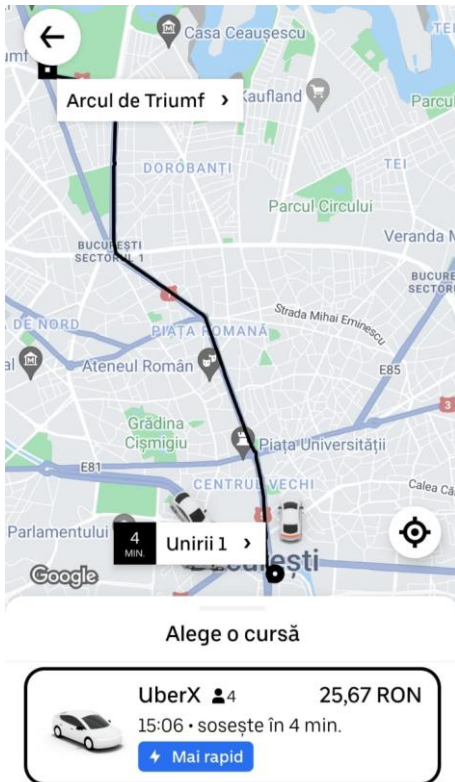


Fig. 4. Select a ride through the Uber app

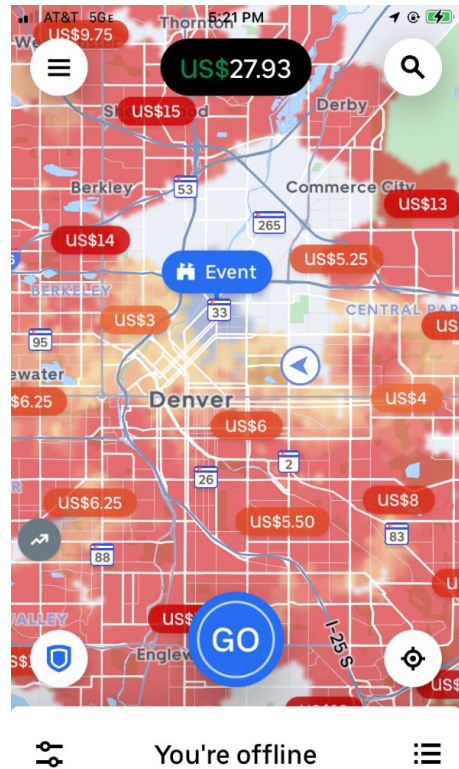


Fig 5. Heatmap (source: Medium)

According to Figure 4, it can be seen that three GPS IoT devices are operating at the same time: one is the user's and the other two are the drivers. These three devices are displayed on the map at the same time.

Another IoT device that comes into action after the user has entered the destination they want to reach is the dynamic price. This is a feature that allows Uber to change the price of a ride in real time based on market demand. In order to provide such a price Uber needs a range of data such as the driver's location, traffic levels and demand for rides at that time from all Uber users. This price adjustment makes it possible to have a higher price in one location and a lower price in another.

From the perspective of Uber drivers, in order to cope with increased demand in certain areas of cities, Uber has implemented heat mapping. This is intended to provide drivers with real-time information with areas where there is the highest user demand. According to figure 5 it can be seen that in areas with increased demand the map is redder and including the ride prices can be seen.

2. Step 2: **The passenger is assigned a driver**

At this stage, once the passenger has confirmed the service they want, the app starts looking for a driver. As soon as a driver in the area receives and accepts the order, the passenger is informed via the app about the driver's waiting time as well as the car and registration number.

In the second step, in addition to the location which is provided from both the driver and the user, there is an algorithm behind it that tries to give passengers the lowest waiting time of a car. The app looks for a driver who can arrive in the fastest time and also has the shortest distance to a user requesting a ride.

To pick up passengers more efficiently, especially at night or in crowded areas, the company has implemented an IoT device called Uber Beacon. This device is meant to help users in finding a driver faster. The device is installed in the windshield area of the car, and it emits a color selected by the driver of the car. Passengers can see via the Uber app the color or shape selected by drivers.

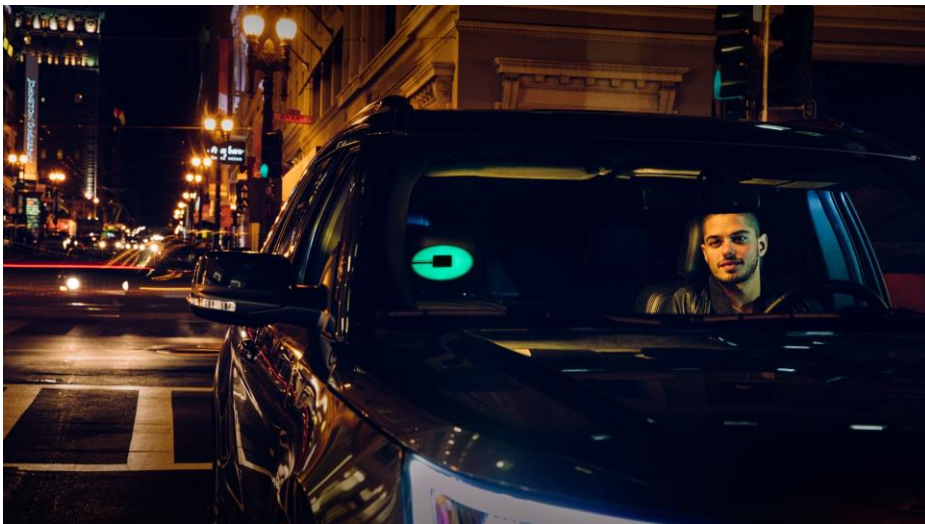


Fig 6. Uber Beacon on a car (source: Uber)

3. Step 3: **The driver takes over the passenger**

In this step the driver and the passenger confirm each other's name and destination. After confirmation, the journey starts

In this step, the only IoT devices used are mobile phones. They provide both the driver with information about the passenger, i.e. the name and the destination to be reached, and the passenger with information about the car, such as the registration number, the driver's name and the make of the car.

4. Step 4: **Driver takes passenger to destination**

The journey begins. The driver receives information on the route the passenger needs to take to reach the destination.

During the ride, in addition to the location, Uber also uses telematics devices to monitor how drivers drive during the ride. Uber stores data such as sudden braking or braking, high speed and sudden/dangerous turns. After a period of time, Uber sends its drivers reports containing information about the drivers' driving style over a period of time. These reports are intended to increase passenger safety and reduce accidents. For drivers who exhibit dangerous behaviour, Uber can stop them.

The advantage of IoT devices in terms of tracking kilowatt consumption in electric cars, diagnostics about car engines or the running time of car engines, is that they cannot be turned off by drivers and start the moment the car is started.

5. Step 5: **Driver and passenger provide ratings and reviews**

At the end of the trip, drivers and passengers can rate each other's experience by giving each other between one and five stars. Passengers can also provide written feedback as well as a tip via the app

In this last step, the IoT device used is the phone. Through it, the user provides the review to drivers. Through the reviews received, Uber can also report and resolve any safety-related issues, thus making the experience as pleasant as possible for all users.

Uber uses the Apache Kafka application to collect and store the data that is provided in real time, and Kafka is responsible for streaming the data and sending the information provided by drivers to the data analysis platform.

Kafka transmits the data in real time for processing, with Uber building a system to process all data streams on Apache Flink.

Apache Pinot is a system that is designed to perform queries of stored data. The role of the system is to divide a data set into as many segments as possible, which can then be queried and the data broken down into sub-plans. Finally, the results

are merged so that they can be used for real-time demand-supply analysis and decision making at Uber.

Uber uses Hadoop distributed file system (HDFS) to store long-term data in the form of logs and are used as a source of truth for Uber's application data infrastructure. HDFS is used by several systems across Uber to meet storage needs.

3. Challenges

Over time, Uber has faced various challenges and controversies such as driver classification, safety concerns, regulatory compliance in terms of corporate culture. But with all these challenges, Uber is considered and remains one of the leading companies within the transportation technology industry.

In terms of technology, especially the evolution of IoT devices, as well as the automotive industry worldwide, a real challenge from this perspective is the autonomous vehicle market. Autonomous vehicles are cars that drive themselves via multiple sensors.

One example of such a company producing such devices is Waymo. Waymo provides technology for autonomous vehicles, and is one of the few companies that currently has autonomous cars testing on public roads.

This company represents a real future competition for Uber as they have developed an app "Waymo One" through which users can order these autonomous, driverless cars to transport them to different locations. At the moment this app is only available in the United States, but in the future it is likely to expand globally.



Fig 7. Car equipped with devices offered by Waymo (source: Waymo)

Autonomous cars will thus pose a real challenge to companies like Uber because Uber's core workforce, namely drivers, is eliminated. This represents a long-term view of the potential dangers that could hamper Uber's business.

4. Conclusion

The Internet of Things can be termed as a technology with very great potential to transform the way people interact with their environment and technology. It is absolutely essential that we carefully address security, privacy and interoperability issues to ensure that the benefits of IoT are maximised and that the risks are managed appropriately.

The Internet of Things will continue to have a considerable impact on our lives in the future, by contributing to improving the quality of life and streamlining activities in various areas.

Taken as a whole, the Internet of Things will continue to become increasingly ubiquitous in everyone's daily life, bringing many opportunities and challenges that will transform the technological and social landscape in the coming decades.

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SUSTAINABLE BUSINESS PRACTICES IN TESLA COMPANY

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Abstract

The paper delves into sustainable business practices in Tesla, emphasizing environmental management. It highlights the importance of sustainable business practices in today's business environment and examines Tesla's initiatives in environmental management, including energy efficiency, emissions reduction, waste management, and recycling.

Furthermore, the essay explores how Tesla implements agile project management, emphasizing its benefits in new vehicle development and launch processes. It discusses the principles of lean manufacturing and analyzes how Tesla incorporates lean practices to reduce waste and improve efficiency in its production processes.

The paper also delves into supply chain management in Tesla, emphasizing its importance in achieving sustainability goals. It explores Tesla's practices in supplier collaboration, just-in-time inventory, and sustainability considerations within the supply chain.

Moreover, the paper discusses data-driven decision making in Tesla and highlights its role in driving sustainability. It illustrates how Tesla utilizes data analytics and real-time insights to make informed decisions related to sustainability.

Additionally, the paper addresses environmental compliance and reporting in Tesla. It emphasizes the significance of environmental compliance in sustainable business practices and examines Tesla's compliance with environmental regulations and reporting practices.

Overall, this paper provides insights into how Tesla integrates management models and systems (MMS) to drive sustainable business practices, offering a comprehensive understanding of the company's commitment to environmental management, agile project management, lean manufacturing, supply chain management, data-driven decision making, and environmental compliance and reporting.

Keywords: *sustainability, supply chain management, data-driven decision making, environmental compliance, reporting.*

JEL Classification: *M11, O32.*

Introduction

Tesla Inc. is a renowned electric vehicle and clean energy company founded by Elon Musk in 2003. With a strong commitment to sustainability and innovation, Tesla has emerged as a leader in the automotive industry, revolutionizing transportation and promoting environmental stewardship. This paper explores the significance of implementing effective Management Models and Systems (MMS) in Tesla's pursuit of sustainable business practices.

Sustainability has become a crucial consideration for organizations worldwide due to growing environmental concerns and increasing consumer demand for eco-friendly products and services. By prioritizing sustainability, companies can not only minimize their environmental impact but also gain a competitive edge and build a positive brand image.

Effective implementation of MMS allows organizations like Tesla to integrate sustainability into their core business operations, align their strategies with environmental goals, and drive continuous improvement in their sustainability practices.

The purpose of this paper is to analyze how Tesla implements MMS to promote sustainable business practices. Specifically, it will delve into the application of MMS competencies, such as agile project management, lean manufacturing, supply chain management, data-driven decision making, environmental compliance, and reporting. By examining Tesla's approach to these areas, we can gain insights into how the company leverages MMS to achieve its sustainability objectives and contribute to a greener future.

Through the exploration of Tesla's sustainable business practices and the role of MMS in driving these practices, this essay aims to shed light on the importance of

integrating sustainability into organizational management models and systems. By understanding how Tesla implements MMS competencies, other companies can draw valuable lessons and potentially replicate or adapt these practices to their own contexts, fostering a broader adoption of sustainable business practices across industries.

Sustainable Business Practices in Tesla

Sustainable business practices refer to the integration of environmental, social, and economic considerations into an organization's operations and strategies. These practices aim to minimize negative impacts on the environment, promote social responsibility, and ensure long-term economic viability. In today's business environment, sustainable practices have gained immense importance due to several reasons:

The increasing recognition of environmental challenges, such as climate change, resource depletion, and pollution, has heightened the need for businesses to adopt sustainable practices. By addressing these challenges, companies can contribute to environmental preservation and mitigate risks associated with climate change and regulatory compliance.

Customers, investors, employees, and other stakeholders increasingly demand responsible and sustainable business practices. Companies that demonstrate a commitment to sustainability are more likely to attract and retain customers, access capital, and attract top talent.

Sustainable practices can provide a competitive advantage by differentiating a company's products or services in the marketplace. Businesses that proactively address sustainability concerns can capture new markets, enhance brand reputation, and gain a competitive edge.

Sustainable practices often lead to cost savings through increased energy efficiency, waste reduction, and resource optimization. By minimizing energy consumption, waste generation, and raw material usage, companies can achieve long-term financial benefits.

Tesla is widely recognized for its commitment to sustainable business practices, with environmental management being a core focus. Some key sustainable business practices implemented by Tesla, with an emphasis on environmental management, include:

- **Carbon Emissions Reduction:** Tesla's electric vehicles significantly reduce carbon emissions compared to traditional internal combustion engine vehicles. By promoting the adoption of electric vehicles, Tesla aims to accelerate the transition

to a low-carbon transportation sector, mitigating the environmental impact of transportation.

- **Renewable Energy Integration:** In addition to manufacturing electric vehicles, Tesla has integrated renewable energy solutions into its product portfolio. Through SolarCity and the development of solar roofs and energy storage systems, Tesla promotes the use of clean, renewable energy sources, reducing reliance on fossil fuels.

- **Energy Efficiency:** Tesla prioritizes energy efficiency throughout its operations, from vehicle manufacturing to charging infrastructure. By optimizing energy consumption, Tesla reduces its environmental footprint and contributes to global energy efficiency goals.

- **Recycling and Waste Management:** Tesla emphasizes responsible waste management and recycling practices. The company actively recycles and repurposes materials, including electric vehicle batteries, to minimize waste generation and maximize resource utilization.

- **Supply Chain Sustainability:** Tesla extends its sustainable practices to its supply chain by collaborating with suppliers that align with its environmental goals. The company encourages responsible sourcing practices and aims to reduce the carbon footprint associated with its supply chain operations.

- **Environmental Reporting and Transparency:** Tesla regularly reports on its environmental performance, sustainability goals, and initiatives. Through transparent reporting, Tesla demonstrates accountability and provides stakeholders with insights into its environmental management practices.

By implementing these sustainable business practices, Tesla demonstrates its commitment to environmental management and contributes to a more sustainable future. The integration of these practices not only aligns with Tesla's mission but also helps the company build a positive brand image, attract environmentally-conscious customers, and drive innovation in the automotive industry.

Lean Manufacturing in Tesla

Lean manufacturing is a systematic approach focused on eliminating waste, optimizing processes, and improving efficiency in manufacturing operations. The principles of lean manufacturing, originally developed by Toyota, aim to maximize value for the customer while minimizing resources and eliminating non-value-added activities. Some key principles of lean manufacturing include:

- **Just-in-Time (JIT):** JIT involves producing and delivering products or components at the exact time they are needed, thereby minimizing inventory and

reducing storage costs. This principle helps to eliminate waste associated with excess inventory and improves cash flow.

- **Waste Reduction:** Lean manufacturing aims to identify and eliminate different types of waste, known as the "Seven Wastes" (or "Muda"). These wastes include overproduction, waiting time, transportation, overprocessing, inventory, motion, and defects. By reducing or eliminating these wastes, organizations can improve efficiency and reduce costs.

- **Continuous Improvement:** Lean manufacturing emphasizes a culture of continuous improvement, where all employees are encouraged to identify and implement process improvements. This principle involves regularly evaluating processes, seeking ways to eliminate waste and inefficiencies, and implementing changes to enhance overall productivity.

- **Standardization and Visual Management:** Standardization involves establishing standardized processes and work procedures to ensure consistency and minimize variations. Visual management techniques, such as visual cues, signage, and indicators, help in communicating information, improving workflow, and facilitating quick decision-making.

Tesla has embraced lean manufacturing principles in its production processes to optimize efficiency and reduce waste. Some notable ways in which Tesla incorporates lean manufacturing practices include:

- **Demand-driven Production:** Tesla follows a demand-driven production approach, manufacturing vehicles based on customer orders. This approach aligns with the JIT principle, minimizing inventory and reducing the risk of overproduction.

- **Streamlined Production Lines:** Tesla focuses on creating efficient and flexible production lines that can adapt to changes in demand and product configurations. By optimizing production layouts, minimizing material handling, and reducing setup times, Tesla enhances production efficiency and responsiveness.

- **Waste Reduction:** Tesla actively works to reduce waste across its manufacturing operations. For example, the company emphasizes waste reduction in material usage, energy consumption, and overall resource utilization. By continuously monitoring and improving processes, Tesla minimizes waste generation and promotes sustainability.

- **Continuous Improvement:** Tesla encourages its employees to participate in continuous improvement initiatives. Through regular Kaizen events and cross-

functional collaboration, Tesla identifies areas for improvement, implements process enhancements, and drives a culture of ongoing optimization.

- **Standardization and Visual Management:** Tesla employs standardized processes and work procedures to ensure consistency and reduce variations in its production lines. Visual management techniques, such as visual cues and indicators, are used to communicate information effectively, support decision-making, and facilitate smooth workflow.

By incorporating lean manufacturing practices, Tesla enhances efficiency, reduces waste, and improves overall productivity in its production processes. This approach aligns with Tesla's commitment to operational excellence and supports the company's goal of delivering high-quality electric vehicles efficiently to meet customer demands.

Supply Chain Management in Tesla

Supply chain management plays a crucial role in achieving sustainability goals for organizations like Tesla. It involves the coordination and integration of various activities, including sourcing, procurement, production, transportation, and distribution, to ensure the efficient flow of goods and services. The importance of supply chain management in achieving sustainability goals in Tesla can be understood through the following points:

- **Environmental Impact:** Supply chains have a significant environmental impact due to activities like transportation, packaging, and resource extraction. By effectively managing the supply chain, Tesla can minimize its carbon footprint, reduce waste generation, and optimize resource usage, contributing to its sustainability objectives.

- **Supplier Collaboration:** Sustainable supply chain management involves collaboration with suppliers to ensure responsible sourcing practices. By working closely with suppliers, Tesla can promote ethical and sustainable practices throughout the supply chain, including responsible mining, fair labor practices, and reduced environmental impact.

- **Just-in-Time Inventory:** Just-in-Time (JIT) inventory management is a key aspect of sustainable supply chain management. By implementing JIT principles, Tesla can minimize inventory levels, reduce storage space requirements, and avoid excessive production, thereby reducing waste, obsolescence, and environmental impact.

- **Risk Mitigation:** Sustainable supply chain management helps Tesla identify and mitigate risks related to environmental, social, and economic factors. By

mapping and monitoring the supply chain, Tesla can identify potential vulnerabilities and develop strategies to address them, ensuring business continuity and minimizing disruptions.

Tesla has implemented several supply chain management practices to optimize efficiency, ensure quality, and integrate sustainability considerations into its operations. Some notable practices include:

- **Supplier Collaboration:** Tesla collaborates closely with its suppliers to ensure high-quality components and promote sustainability. The company works with suppliers to establish long-term partnerships, foster transparency, and implement responsible sourcing practices.
- **Just-in-Time Inventory:** Tesla employs a JIT inventory management system, which helps minimize inventory levels and improve operational efficiency. By producing vehicles based on customer orders and maintaining a lean inventory, Tesla reduces waste, improves cash flow, and responds quickly to market demands.
- **Sustainable Material Sourcing:** Tesla emphasizes sustainable material sourcing practices in its supply chain. For example, the company prioritizes suppliers that comply with environmental regulations, promote recycling and waste reduction, and adopt renewable energy sources in their manufacturing processes.
- **Renewable Energy Integration:** Tesla encourages its suppliers to adopt renewable energy sources for their operations. The company has set goals to reduce the carbon footprint of its supply chain and works with suppliers to transition to clean energy sources, such as solar and wind power.
- **Supplier Audits and Assessments:** Tesla conducts supplier audits and assessments to ensure compliance with sustainability standards and ethical practices. These assessments evaluate supplier performance in areas such as labor conditions, environmental impact, and responsible sourcing.
- **Transparent Reporting:** Tesla maintains transparency in its supply chain practices by reporting on supplier sustainability performance and initiatives. Through public disclosures and reports, Tesla shares information on its supply chain practices, including sustainability goals, achievements, and areas for improvement.

By implementing these supply chain management practices, Tesla aims to optimize efficiency, reduce environmental impact, and promote sustainability throughout its supply chain. These practices contribute to Tesla's overall sustainability goals, enhance the company's reputation, and drive positive change in the automotive industry.

Data-driven Decision Making in Tesla

Data-driven decision making is an approach that relies on the analysis of relevant data and insights to inform decision-making processes. It involves collecting, analyzing, and interpreting data to identify patterns, trends, and correlations that can guide decision-making and drive sustainable outcomes. The role of data-driven decision making in driving sustainability in Tesla can be understood through the following points:

- **Evidence-based Decision Making:** Data-driven decision making enables Tesla to make decisions based on objective evidence rather than relying on intuition or subjective opinions. By analyzing data related to sustainability, such as energy usage, emissions, and waste generation, Tesla can identify areas for improvement and prioritize actions based on quantitative insights.

- **Continuous Monitoring and Evaluation:** Data-driven decision making allows Tesla to continuously monitor and evaluate the impact of sustainability initiatives. By collecting and analyzing real-time data, Tesla can assess the effectiveness of sustainability measures, identify bottlenecks or areas of improvement, and adjust strategies accordingly.

- **Predictive Analysis:** Data analytics can provide Tesla with predictive capabilities, helping the company anticipate future trends and potential sustainability challenges. By analyzing historical data and applying predictive models, Tesla can proactively address environmental risks, optimize resource allocation, and make informed decisions to achieve long-term sustainability goals.

- **Transparency and Accountability:** Data-driven decision making promotes transparency and accountability in Tesla's sustainability efforts. By collecting and reporting data on key sustainability metrics, Tesla can demonstrate progress, track performance against targets, and communicate its sustainability achievements to stakeholders.

Tesla leverages data analytics and real-time insights to make informed decisions related to sustainability across various areas of its operations. Here are some examples of how Tesla utilizes data-driven decision making:

- **Energy Management:** Tesla collects and analyzes data on energy consumption within its facilities and charging infrastructure. By monitoring energy usage patterns and identifying areas of inefficiency, Tesla can optimize energy management, reduce operational costs, and minimize its carbon footprint.

- **Supply Chain Optimization:** Tesla uses data analytics to assess the environmental impact of its supply chain. By analyzing supplier data, transportation data, and other relevant metrics, Tesla can identify opportunities for

optimizing logistics, reducing emissions, and selecting suppliers with strong sustainability performance.

- **Vehicle Performance and Efficiency:** Tesla utilizes data analytics to monitor the performance and efficiency of its electric vehicles. By collecting and analyzing real-time data on factors such as energy usage, driving patterns, and charging behavior, Tesla can identify opportunities to enhance vehicle efficiency, extend battery life, and improve overall sustainability.

- **Waste Management:** Data-driven decision-making assists Tesla in optimizing waste management processes. By analyzing data on waste generation, recycling rates, and disposal methods, Tesla can identify areas for waste reduction, implement recycling initiatives, and promote a circular economy approach.

- **Carbon Footprint Tracking:** Tesla tracks and analyzes data on greenhouse gas emissions associated with its operations. By monitoring emissions data and identifying emission hotspots, Tesla can implement targeted measures to reduce its carbon footprint and align with sustainability goals.

By utilizing data analytics and real-time insights, Tesla can make informed decisions that drive sustainability across its operations. The data-driven approach allows Tesla to optimize resource allocation, reduce environmental impact, and continuously improve its sustainability performance.

Challenges and Opportunities in Implementing MMS for Sustainability in Tesla

Discussion of potential opportunities and recommendations for overcoming these challenges:

- **Collaboration with Suppliers:** Tesla can collaborate closely with its suppliers to promote sustainability practices throughout the supply chain. This includes setting sustainability requirements, engaging in joint initiatives, and sharing best practices to encourage suppliers to adopt environmentally friendly practices.

- **Innovation for Sustainability:** Tesla can continue to invest in research and development to innovate sustainable technologies and processes. By focusing on sustainability as a core aspect of its product development, Tesla can lead the industry in delivering cutting-edge solutions with minimal environmental impact.

- **Enhanced Environmental Management Systems:** Tesla can further strengthen its environmental management systems to ensure compliance with regulations, monitor environmental performance, and proactively address sustainability issues. This includes establishing robust monitoring and reporting mechanisms to track progress and identify areas for improvement.

- **Circular Economy Approach:** Tesla can adopt a circular economy approach by designing products and processes that minimize waste, maximize resource efficiency, and promote recycling and reusability. This includes implementing programs for battery recycling, exploring closed-loop manufacturing, and collaborating with other industries to find innovative solutions.
- **Stakeholder Engagement and Communication:** Tesla can enhance engagement with key stakeholders, such as customers, investors, and communities, to understand their sustainability expectations and communicate its sustainability initiatives and progress transparently. Engaging stakeholders in the sustainability journey can create opportunities for feedback, collaboration, and shared goals.
- **Embracing Technology:** Tesla can leverage technology to optimize operations, reduce waste, and enhance sustainability. This includes adopting data analytics, artificial intelligence, and Internet of Things (IoT) solutions to monitor and optimize energy usage, streamline supply chain processes, and identify areas for efficiency gains.

By addressing these challenges and leveraging opportunities, Tesla can strengthen its implementation of MMS for sustainability. Through collaboration, innovation, stakeholder engagement, and robust environmental management systems, Tesla can drive continuous improvement, achieve its sustainability goals, and lead the way in sustainable transportation and energy solutions.

Conclusion

This paper has examined the implementation of Management Models and Systems (MMS) in Tesla to promote sustainable business practices. Throughout the paper, were discussed various aspects of MMS in the context of Tesla's operations, focusing on environmental management, agile project management, lean manufacturing, supply chain management, data-driven decision making, and environmental compliance and reporting.

Tesla has demonstrated a strong commitment to sustainability by incorporating MMS competencies into its business practices. The company recognizes the significance of sustainable business practices in today's business environment and understands that effective MMS is crucial for achieving long-term sustainability goals.

By implementing MMS, Tesla has achieved several key outcomes. It has established itself as a leader in environmental management by prioritizing energy efficiency, reducing emissions, and implementing waste management strategies. Tesla's embrace of lean manufacturing principles has led to improved efficiency,

reduced waste, and enhanced overall productivity. Additionally, Tesla's supply chain management practices, data-driven decision making, and environmental compliance and reporting have further strengthened its sustainable business practices.

However, it is important to note that implementing MMS for sustainability is an ongoing process. Tesla faces challenges such as managing a complex supply chain, balancing innovation with sustainability, and staying compliant with evolving regulations. To address these challenges, Tesla should seize potential opportunities such as collaboration with suppliers, innovation for sustainability, and adopting a circular economy approach. Ongoing evaluation and improvement of MMS are essential for Tesla to continuously enhance its sustainability performance, adapt to changing consumer demands, and remain at the forefront of sustainable business practices.

In conclusion, Tesla's implementation of MMS has been instrumental in driving its sustainable business practices. By integrating MMS competencies into its operations, Tesla has successfully prioritized environmental management, embraced lean practices, optimized its supply chain, made data-driven decisions, and ensured environmental compliance and reporting. Through its commitment to MMS, Tesla has demonstrated that sustainability can be a core driver of business success, and serves as a leading example for other organizations in the pursuit of sustainable and responsible practices.

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DIGITAL HOTEL GUEST SATISFACTION SURVEY. CASE STUDY CONDUCTED AT TABACÓN THERMAL RESORT & SPA

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Abstract:

The hospitality industry increasingly relies on digital tools to enhance guest experiences and gather feedback. This study investigates the impact of digital survey tools on guest satisfaction at Tabacón Thermal Resort & Spa, a premier destination known for its luxurious thermal springs and spa services. Utilizing a mixed-methods approach, the research involves a comprehensive analysis of survey data collected through an online platform, examining various dimensions of guest satisfaction including service quality, accommodation, facilities, and overall experience.

Key findings reveal that digital surveys offer real-time, actionable insights that are crucial for understanding guest expectations and improving service delivery. The study identifies several strengths and weaknesses in the current

digital feedback mechanisms and suggests strategies for optimizing survey design to capture more nuanced guest feedback. Additionally, it explores the correlation between digital survey responses and overall guest satisfaction, providing a framework for leveraging technology to enhance service quality in the hospitality sector.

This case study contributes to the growing body of literature on digital feedback systems and offers practical recommendations for hotels seeking to refine their guest satisfaction measurement processes. By integrating digital tools effectively, hospitality businesses can foster a more responsive and personalized guest experience.

Keywords: *hospitality industry, digital surveys, tourism innovation*

JEL Classification: *C83, L83*

Introduction

Digital surveys make it easier for significantly more guests to participate in assessing hotel satisfaction. The higher level of satisfaction of respondents is reflected by the majority weights derived from the quantitative research, resulting in the superior interest of the hotel structure to ensure a high level of satisfaction. Providing a 24/7 check-in and check-out service highlights a constant effort for the hotel structure, due to the fact that hotels should hire at least 3-4 specialists at the reception to ensure that the hotel can manage guests for check-in and check-out operations. For the night shift, hotels must also consider granting the night shift allowance to staff. The introduction of digital devices for check-in and check-out management facilitates the digital collection of customer opinion related to the satisfaction felt after the stay, considerably reducing the operational costs necessary to process the data collected from guests.

Literature Review on the Topic Addressed

Evaluating the satisfaction of hotel guests is considered an essential step for identifying their subjective perception, as well as for the constant improvement of hotel services.

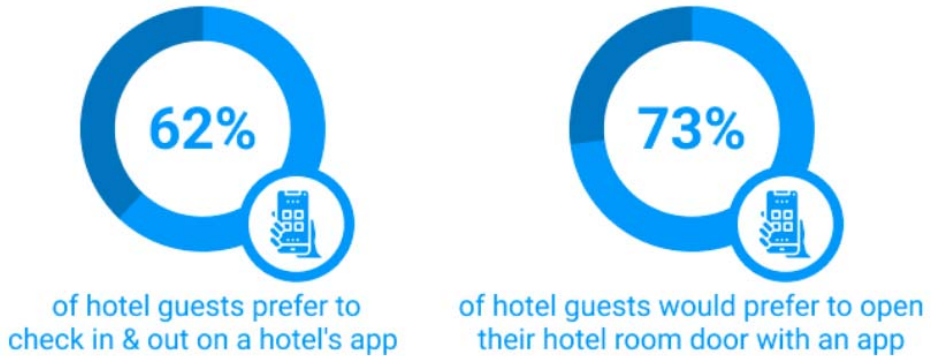


Figure no.1. Hotel guest preferences related to digital customer satisfaction rating

Source: personal processing after <https://www.bookingninjas.com/blog/11-sure-ways-to-improve-checkin-checkout-management-in-hospitality-industry>

According to international studies undertaken by Statista (2020), 62% of hotel guests prefer digital devices to assess their satisfaction after their stay, while 73% of guests prefer to obtain a benefit from completing the hotel questionnaire.

The need to introduce digital surveys inside accommodation structures with hotel functions derives from:

- 1) The desire of the management structure to identify the level of satisfaction of the guests;
- 2) Total replacement of surveys printed in physical format or sent via e-mail;
- 3) Constant improvement of hotel services and facilities in accordance with the expectations and needs of real customers;
- 4) Obtaining a real and fast feed-back;
- 5) Automatic data processing.

The arguments supported for the introduction of digital surveys in accommodation structures can be highlighted by the following figure:



Figure no. 2. The main arguments supported for the introduction of digital surveys in accommodation structures

Source: personal processing after <https://page.mysoftinn.com/en/4-reasons-why-your-hotels-should-use-self-check-in-kiosk>

1) Reduction of operational costs

Providing a 24/7 check-in and check-out service highlights a constant effort for the hotel structure, due to the fact that hotels should employ at least 3-4 front desk specialists to ensure that the hotel can handle guests for check-in and check-out operations. For night shift, hotels should also consider giving night shift allowance to staff. The introduction of digital devices for the management of check-in and check-out facilitates the digital collection of customer opinion related to the satisfaction felt after the stay, considerably reducing the operational costs needed to process the data collected from guests.

2) Reducing employee intervention

The digital acquisition and processing of surveys related to the level of satisfaction of hotel customers facilitates the reduction of the intervention of employees in the front-office department, ensuring a high level of autonomy of the devices installed to collect this data.

3) Increasing guest satisfaction

Identifying the level of satisfaction felt by guests underpins the possibility of strategic improvement of hotel services, ensuring excellence at the level of the accommodation structure. Digital surveys offer the possibility of quickly and efficiently collecting customer opinions related to the hotel experience, facilitating the rapid interpretation of data collected from guests.

4) Automation of hotel processes

The automation of hotel processes ensures a high functionality of hotel structures, considerably limiting the intervention of human resources for data collection and processing.

Content of the article

The Tabacón Thermal Resort & Spa Hotel has introduced digital devices in the hotel service to collect and process guest opinions related to the hotel experience. The kiosk devices are placed in the reception of the accommodation structure, facilitating the degree of participation of hotel guests in surveys regarding the satisfaction felt during the stay, being automatically generated after the check-out process of tourists.

The interactive kiosk placed inside the accommodation structure facilitates the rapid processing of tourists' opinions, ensuring the identification of their opinions related to the quality of hotel services.

The implementation of interactive kiosks added a high level of autonomy to the services provided in the front-office department, presenting undeniable benefits for the following reasons:

1) In 2023, 95% of tourists participated in the satisfaction survey through the facilities offered by the interactive kiosk;

2) The duration of collecting guest opinions and perceptions related to the quality of hotel services and facilities has decreased by 47%;

3) The processing time of guests' opinions and perceptions related to the quality of hotel services and facilities decreased by 84%;

4) The sustained increase in guests' interest in participating in the satisfaction survey was highlighted.

The survey addressed to the guests who entrusted their stay to the Tabacón Thermal Resort & Spa hotel highlights five essential questions for measuring their level of satisfaction. The results were collected between 1.01.2024-31.03.2024 and highlight the collection of responses from 110 tourists.

1) Question number 1: To what extent are you satisfied with the hotel services offered by Tabacón Thermal Resort & Spa?

The answers collected highlight the following weight:

How satisfied are you with the hotel's services?

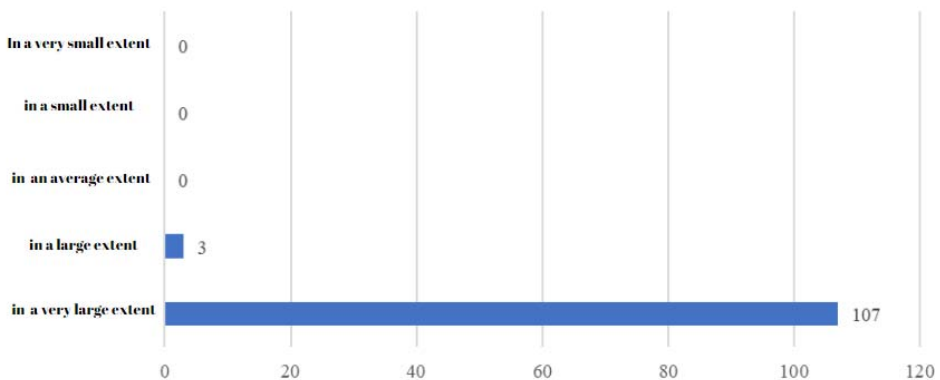


Figure no. 3. The answers collected to the first question
Source: personal processing in Excel

According to the graph presented previously, 107 tourists mentioned that they are very satisfied with the hotel services offered by the Tabacón Thermal Resort & Spa hotel, accumulating 97.27% of the total responses recorded. Three guests, accumulating 2.73% of the total responses collected during the aforementioned period, mentioned the fact that the level of satisfaction felt is very high, validating the sustained interest of the accommodation structure in providing high-quality services.

2) Question number 2: To what extent are you satisfied with the catering services offered by Tabacón Thermal Resort & Spa?

The answers collected highlight the following weight:

In what extent are you satisfied with the hotel's catering services?

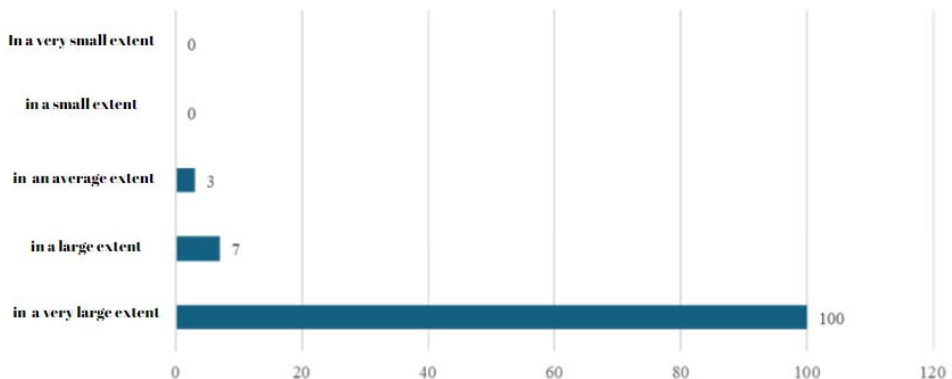


Figure no. 4. Collected responses to the second question

Source: personal processing in Excel

The data outlined in the previous graph highlight the superior level of satisfaction felt by guests in relation to the catering services offered by the Tabacón Thermal Resort & Spa hotel. Of the total responses collected, 90.90% emphasize the satisfaction felt to a very high degree, 6.36% stands out as the weight attached to the high level of satisfaction, while 2.73% highlights the average satisfaction felt by the guests regarding the quality and the diversity of food preparations.

3) Question number 3: How satisfied are you with the leisure facilities offered by Tabacón Thermal Resort & Spa?

The answers collected highlight the following weight:

How satisfied are you with the leisure facilities offered by the hotel?

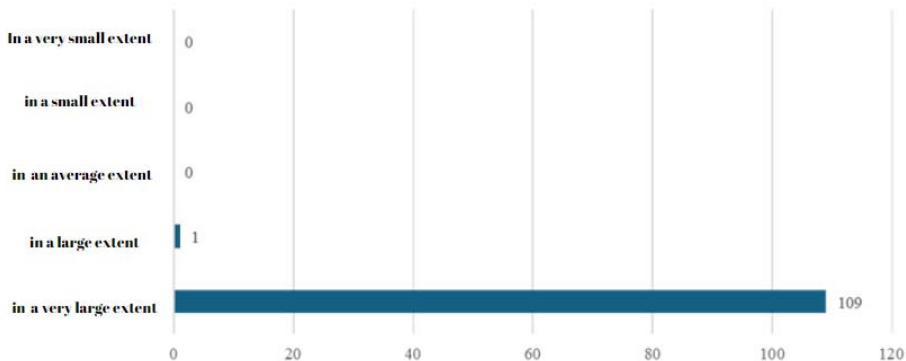


Figure no. 5. Collected responses to the third question

Source: personal processing in Excel

The high level of satisfaction felt by guests in relation to leisure facilities is reflected in the 99.09% equivalent weight attached to the very high measure reported by tourists. The option "to a great extent" was highlighted by only one respondent, accumulating 0.91% of the total responses recorded.

4) Question number 4: How satisfied are you with the spa facilities offered by Tabacón Thermal Resort & Spa?

The answers collected highlight the following weight:

How satisfied are you with the spa facilities offered by the hotel?

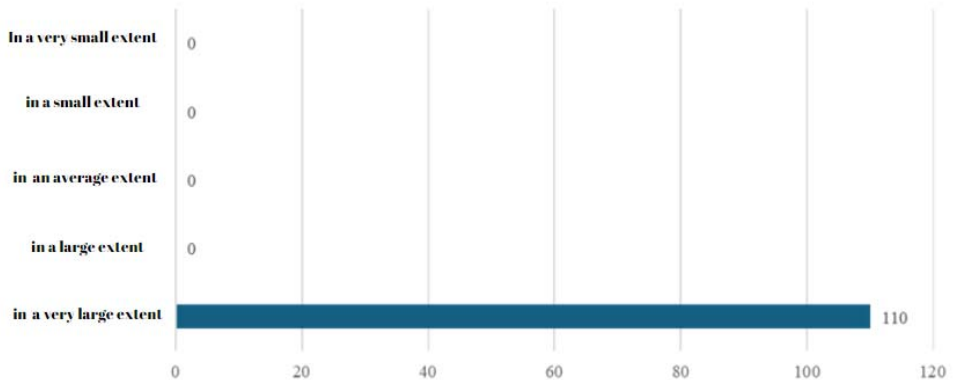


Figure no. 6. Collected responses to the fourth question

Source: personal processing in Excel

The indisputable satisfaction of the tourists is reflected in the very high level of satisfaction felt after the spa experience, reflecting the interest of the accommodation structure in carrying out the facilities offered to relax the body and mind of the guests who entrust their stay to the Tabacón Thermal Resort & Spa hotel.

5) Question number 5: To what extent are you determined to return to the Tabacón Thermal Resort & Spa?

The answers collected highlight the following weight:

How determined are you to return to the hotel?

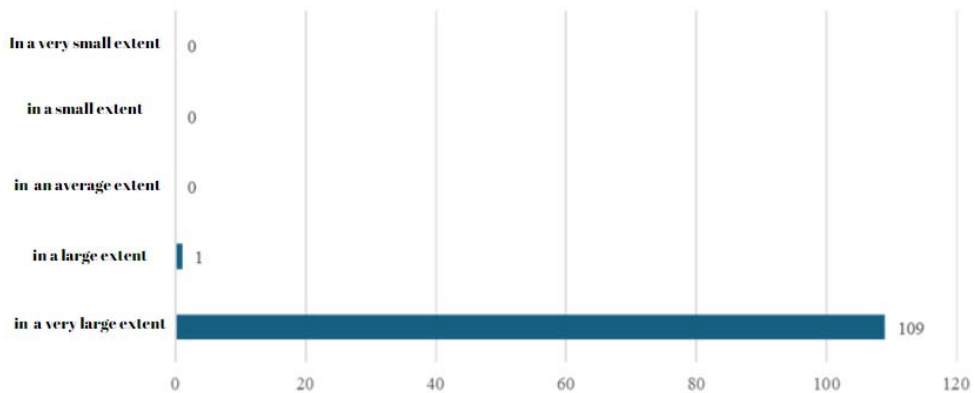


Figure no. 7. Collected responses to the fifth question

Source: personal processing in Excel

The weight equivalent to 99.09% attached to the very high measure reported by tourists highlights the high satisfaction felt following the overall experience within the hotel in the Costa Rican paradise. The option "to a large extent" was highlighted by only one respondent, accumulating 0.91% of the total recorded responses.

Conclusion and proposals

In conclusion, digital surveys facilitate the participation of a significantly larger number of guests in evaluating the satisfaction felt in hotel services. The higher level of satisfaction of the respondents is reflected by the majority weights derived from the quantitative research, resulting in the superior interest of the hotel structure to ensure a high level of satisfaction.

The proposals made for the Tabacón Thermal Resort & Spa hotel are:

- 1) Entering a QR code inside the restaurant to determine in real time the level of satisfaction of the guests related to each available food preparation;
- 2) Offering a 5% discount for tourists who actively participate in the digital survey placed inside the hotel reception;

3) Sending a link through which hotel tourists who did not participate in the evaluation survey have the opportunity to complete the questionnaire from the comfort of their own home.

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GLOBALIZATION AND INDIGENOUS ENTREPRENEURIAL PRACTICES

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Abstract

Globalization characterized by increasing interconnectedness of economies and cultures worldwide, has become a defining feature of the contemporary global landscape. The study investigated the multifaceted impact of globalization on entrepreneurial practices in Enugu state, a region with dynamic and diverse entrepreneurial ecosystem. By examining the influence of globalization on Igba-boi (Igbo apprenticeship), izu ahia (trading) and Igba oso-ahia (middlemanship) in Enugu state, Nigeria. The study employed a descriptive survey design. 209 SMEs operators were sampled from the population of SMEs founders and managers in Enugu state. Three hypotheses were proposed. Finding revealed that globalization has a significant influence on Igba-boi (Igbo apprenticeship) ($r= 0.75, p< .01$); globalization was equally found to have a significant influence on izu ahia (trading) ($r= 0.83, p< .01$); but it has no significant effect on Igba oso-ahia ($R^2= 0.21, F(1;209)= .03, p= .431$). The study recommended that State governments in Nigeria

should formalize the Igbo apprenticeship system through proper legislation; and the Ministry of Trade and Investment should establish trade promotion agencies in Southeast, Nigeria; While middlemen in Igbo indigenous should reconsider going into trading.

Keywords: *globalization, entrepreneurial practices, Enugu, Nigeria*

JEL Classification: *L83, M31, O33, C83*

Introduction

The influence of globalization on our contemporary world is a reality that one should reckon with. It has contributed to advancement in every sector of the world, which includes; the political, economic and social aspect of life (Agwaraonye, 2016). It has equally influenced educational liberalization, which facilitated the sharing of advanced science and technology across countries. In spite of this positive impact, globalization has negatively influenced the economic, educational, political and national cultures and values of most developing countries, especially in Africa. These negative influences have become issues of concern (Agwaraonye, 2016). The developed countries tend to impose their cultural value system on most developing countries, by dictating global economic policies and direction. Globalization has a significant impact on economic development of most developing nations. Also, political exploitation and imperial socio-cultural influence of the advanced countries over the developing nations influence their entrepreneurial practices.

One of these entrepreneurial practices is the Igbo apprenticeship system, which has contributed to the rebuilding of Igbo communities after the civil war, and revitalization of Igbo economic communalism. The dearth of Igbo communalism can be attributed to capitalism introduced by globalization. Brothers no longer take care of kinsmen or introduce them to their business. Conflict has ensued in most families in southeast because, illustrious sons of the soil are becoming more egoistic, egocentric and individualistic.

Moreover, the Igbos conceptualized entrepreneurship as every profit and business-oriented practices and actions, which include the following; *Igba Boi* (apprenticeship); *Izu ahia* (trade or trading and *Igba Oso ahia* (serving as middlemen in business transaction). The aforementioned list summarized the entrepreneurial practices synonymous with the Igbos of Southeastern Nigeria. These practices have contributed immensely towards the economic growth and

infrastructural development of the Southeast, after the Nigerian civil war, and have equally raised millionaires within same region (Ezeajughu, 2021). These entrepreneurial practices have continuously established brotherly love and oneness among kindred, until globalization set the trend of individualistic economy, which not only affected the Igbo custom, kinship and filial relationship, but equally changed the traditional entrepreneurial practices.

Asikaogu (2018) defined globalization as economic integration, which involves the transfer of policies and power across borders, transmission of foreign or western knowledge, culture and establishment of global market free from socio-political control. Asikaogu (2018) agreed to the notion that globalization is modern colonization, which as a double-edged sword has destroyed the principles of familyhood and brotherhood entrenched in Igbo traditional practices on one side, and equally promote the ease of doing business on the other side. It is against this backdrop that this study explored the influence of globalization on indigenous entrepreneurial practices in Enugu state, Nigeria.

1.2 Statement of the Problem

Globalization has transformed both the developed and developing nations in many ways, through trade liberalization, technological innovation and global market integration. In entrepreneurship, globalization has facilitated the ease and convenience of doing business and revolutionized trading through digital marketing and online financial transactions

Thereby, limiting the need for apprentices by most entrepreneurs and small and medium enterprise owners, which invariably affects the long-aged indigenous apprenticeship system being practiced in Southeastern region. Globalization has introduced ethic practices and corporate culture in most SMEs in Enugu state, which emphasizes more on recruitment of employees rather than adopting indigenous apprenticeship system.

Also, most indigenous traders are yet to embrace or adopt technology and digital marketing skills in their daily business transactions, due to lack of basic knowledge about the use of social media platforms in trading, and fear of internet fraud and cyber scam. Thus, many traders still prefer the traditional form of buying and selling of goods and services to modern digital marketing approach.

More so, middlemanship has been a long standing practice in most local markets in Enugu state. The middleman serves as an intermediary between the seller and the buyer in an informal setting. Unfortunately, these middlemen do not have shops or business entities to their names, neither are they registered members

of the market association. They personally connect the buyers to the right sellers, but the advent of social media has short-circuited their role in the chain of commerce.

Therefore, this study will explore the influence of globalization on these indigenous entrepreneurial practices, such as; Igbo apprenticeship, trading and middlemanship in Enugu state.

1.3 Objectives of the Study

Thus, the objective of this research is to evaluate the influence of globalization on Igbo entrepreneurial practices,

Other specific objectives are to;

- i. Examine the influence of globalization on *igba-boi* (apprenticeship) in Enugu State
- ii. Investigate the influence of globalization on *izu-ahia* (trading) in Enugu State
- iii. Evaluate the impact of globalization on *igba oso-ahia* (middlemanship) in Enugu state

1.4 Research Questions

The following questions provided empirical direction to the study

- a. What influence does globalization have on *igba-boi* (apprenticeship) in Enugu State?
- b. What influence does globalization have on *izu-ahia* (trading) in Enugu State?
- c. Which impact does globalization have on *igba oso-ahia* (middlemanship) in Enugu state?

1.5 Statement of Hypotheses

The following null hypotheses were tested in the course of the study;

- i. Globalization does not have any significant positive influence on *igba-boi* (apprenticeship) in Enugu State
- ii. Globalization does not have any significant positive influence on *izu-ahia* (trading) in Enugu State
- iii. Globalization has no significant positive impact on *igba oso-ahia* (middlemanship) in Enugu state

2.1 The Igbo Entrepreneurial practices

By definition, Cahn (2008), cited in Wambui, et al (2020) (Okpara-Onu & Agu, 2021) describes indigenous entrepreneurship as a genre of business enterprise where individual's culture and lifestyle and traditional business principles are successfully interwoven to significantly contribute to business growth and entrepreneurial development, and equally influence socio-cultural advancement of the indigenous communities. Vygotsky (1978) cited in Okpara-Onu & Agu, (2021) argued that learning is a socially mediated process, fundamentally influenced by a people's socio-cultural imperatives. As noted by Obunike (2016), Indigenous apprenticeship system has a strong relationship with social, ethnic and domestic entrepreneurship, because indigenous people perceive themselves as a collectivist group, who collaborate to achieve business prospects on the basis of their common language, kinship, ancestry, history and religion. In addition, Wambui et al (2020) stipulated that entrepreneurship for indigenous communities involves; identifying business opportunities, sourcing of resources and starting up business with the goal of transforming traditional value system and provide solution to indigenous entrepreneurial practices.

Components of Igbo Entrepreneurial Practices

Igbo apprenticeship system: known as "Igba Boi" in Igbo language, is a traditional institution that has been practiced for centuries among the Igbo people of southeastern Nigeria. This system is deeply rooted in Igbo culture and serves as a socio-economic mechanism for skill acquisition, wealth creation, and intergenerational transfer of knowledge and resources. During Igba Boi, young individuals, typically male, are apprenticed to experienced craftsmen or business owners to learn a trade or profession. The apprentices, known as "Boys" or "Apprentices," live with their masters, known as "Ogas" or "Masters," and undergo rigorous training in their chosen field. The apprenticeship period can vary from a few years to a decade, depending on the complexity of the trade and the agreement between the apprentice and the master. Throughout the apprenticeship, the apprentice learns not only the technical skills of the trade but also the business practices, ethics, and cultural values associated with it. The master provides guidance, mentorship, and practical experience, while the apprentice assists in the master's business operations, often starting with menial tasks and gradually progressing to more advanced responsibilities.

Trading (Imu Ahia): The trading aspect of Igbo commerce, known as "Imu-ahia," is another integral component of Igbo economic activities. Imu-ahia refers to

the buying and selling of goods and services in local markets, which are central to Igbo social and economic life. Igbo traders, known as "Ndi Imu-ahia," play a crucial role in facilitating commerce, connecting producers with consumers, and distributing goods across various regions. Market days, known as "Eke," "Orie," "Afor," and "Nkwo," are significant events in Igbo communities where traders gather to exchange goods, negotiate prices, and engage in commercial transactions. These markets serve as hubs of economic activity, social interaction, and cultural exchange, reflecting the vibrancy and dynamism of Igbo commerce.

Middlemanship: or "Igba-oso-ahia," is a related concept in Igbo commerce that involves intermediaries who facilitate trade between producers and consumers. These middlemen, known as "Oso-ahia" or "Middlemen," play a crucial role in the distribution network by sourcing goods from producers, transporting them to markets, and selling them to retailers or consumers. Middlemen often specialize in specific products or industries and act as brokers, wholesalers, or distributors in the supply chain (Njoku, 2007).

The Concept of Globalization

Morrison (2011, cited in Aderibigbe, 2020) defined globalization as an integration of processes that enables prompt movement of people, commodities, information and resources across the globe without national government restrictions. The International Monetary Fund (2018) described globalization as a historic process that coupled human creativity and technological advancements and then influenced improved global economic connectivity, through the movement of funds, commodities and services across borders (Aderibigbe, 2020). Globalization is an economic standard unit used to measure organizational performance in comparison with its counterparts in the sector. Various enterprises' recent business success in relation to maximum productivity and profitability can be linked of globalization.

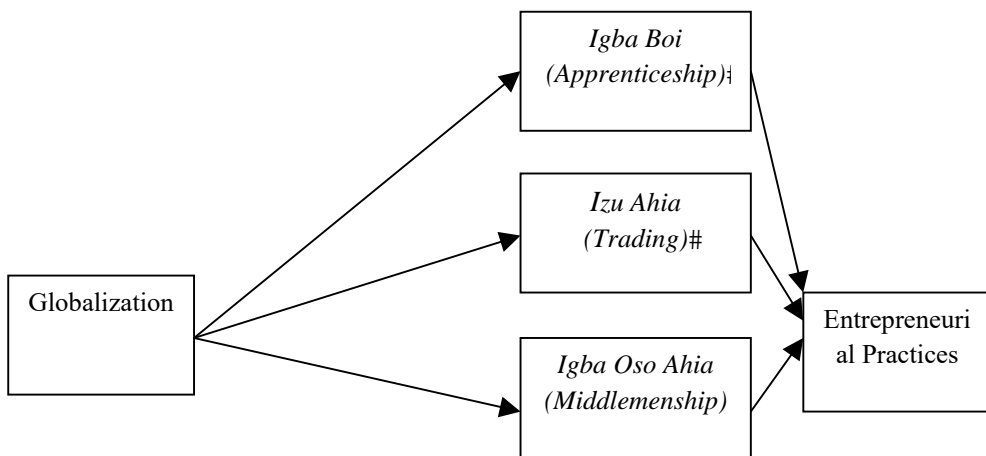
Asikaogu (2018) opined that globalization as a means and trend has led to contemporary changes across the globe, as regards to cultural, religious, social, political integrations. Apparently, globalization has revolutionized earth into a global village. Communication has become so easy and fast that you can speak to anybody in the human race in less than one second through communication media like the G.S.M., Twitter, Facebook, advanced computers. The Igbos is fully involved in these global changes which have actually affected every part of human race and continent on the planet in varying degrees. The Igbos grapples with the dilemma of its status in the present globalizing movement especially with regards

to its cultural values .It is also a problem on how the younger generation are being affected by these global changes.

Conceptual Framework

Independent Variable

Dependent Variable



This study intends to establish empirical connections among the variables of globalizations, which is the independent variables and dimensions of entrepreneurial practices in Southeast, Nigeria, which is the dependent variable.

Theoretical Review

Systems Theory

According to Anatol Rapoport (1966, 1968 cited in Fisher, 2010), a system refers to a collection of interconnected entities delineated by behavior and historical context. This definition encompasses social systems, which encompass both economic and political dimensions. Such systems can be characterized as a grouping of entities (such as individuals, families, and institutions) with established relations among them (like communication channels, influence dynamics, and obligations). Classification of systems is based on their relationship with their surroundings and the search for governing principles guiding the behavior of each category (Rapoport, 1968, p. 453). Systems exhibit a semblance of autonomy and strive to maintain a stable state, akin to living systems' mechanisms of homeostasis for equilibrium maintenance. Social systems employ similar mechanisms (Rapoport, 1968).

Easton (1966) asserts that systems analysis aids in gauging the impact of diverse environmental influences on a system, thereby mitigating the effects of stressors and suggesting appropriate actions. By employing the concepts of inputs and outputs, the multitude of influences can be condensed into a manageable set of indicators. Easton utilizes the term "exchanges" to denote the interrelations between the political system and other systems within the environment, and "transactions" to underscore the movement of effects between systems without consideration for the other system's reactive behavior (Easton, 1966, p. 150).

Given the interconnected nature of systems, all societal behaviors are interdependent. To decipher complex exchanges and simplify them, Easton reduces primary environmental influences into a few indicators. He identifies effects transmitted across a system's boundary as outputs of the first system and inputs of the second system. Transactions or exchanges between systems represent connections in the form of input-output relationships. Inputs serve as a potent analytical tool as they encapsulate variables (Easton, 1966, p. 150).

This study is rooted in system theory, which posits that a system comprises various interconnected and interdependent units collaborating or cooperating to achieve a goal, where the actions of one unit affect others and vice versa. Consequently, the influence of globalization elements—such as trade liberalization, technology, global competition, and international market dynamics—on entrepreneurial practices worldwide, particularly in Southeastern Nigeria, cannot be underestimated, especially regarding entrepreneurial activities like trading, craftsmanship, entrepreneurial sustainability, and importation of goods..

2.3 Empirical Review

The following related studies on globalization and entrepreneurial practices were reviewed

Kumar and Liu (2005) found that globalization profoundly impacts entrepreneurial ventures in various ways. The evolving global landscape encompassing finance, human resources, technology, politics, economics, and social dynamics presents entrepreneurial enterprises with opportunities to expand their international operations at an accelerated pace. Globalization offers a significant avenue for entrepreneurial ventures to broaden their global reach. Through collaboration with local governments, large corporations, and international bodies, entrepreneurial enterprises can address the challenges posed by globalization and economic liberalization, enhancing their competitiveness in the global marketplace and catering to the needs of global consumers.

Norasimah, Othman, and Ismail (2012) observed that the increasingly globalized and competitive world has led to a demand for graduates who are more competitive and innovative. In Malaysia's 10th Malaysia Plan, the government is committed to fostering creativity among graduates through entrepreneurial endeavors. This article investigates the escalating trends in demand for entrepreneurship education, questioning whether they stem from the influence of globalization. A study was conducted to assess globalization's impact on the demand for business and entrepreneurship education and the acquisition of entrepreneurial skills in Malaysia. The study surveyed 306 administrators from Higher Education Institutions, with data analyzed using descriptive statistics. Results indicate a growing demand for entrepreneurship education and entrepreneurial skills, suggesting that globalization has fueled the rising need for such education and skills among graduates.

Incekara and Savrul (2013) propose that in contemporary times, globalization stands as one of the most pervasive forces shaping the modern world. It has facilitated substantial growth in global trade and interactions within an increasingly interconnected and borderless international economy. The involvement of developing countries in globalization has presented them with opportunities to leverage their comparative advantages through entrepreneurship. Entrepreneurship, often linked with job creation, wealth generation, and innovation, is recognized as a catalyst for economic development, particularly in developing nations. The study investigates the impact of globalization on entrepreneurship in developing countries using data from the KOF Index of Globalization and the Global Entrepreneurship Monitor. Comparisons reveal that globalization positively influences entrepreneurial activities, with a more pronounced effect observed in developing countries and emerging markets over the past decade due to increased globalization.

Radović-Marković, Brnjas, and Simović (2019) aimed to explore the significance of globalization for entrepreneurial development. The evolving global business landscape necessitates novel business strategies, with small business owners expected to enhance their businesses' resilience to navigate challenging external conditions. The sustainability and long-term viability of small and medium-sized enterprises hinge on their ability to anticipate and respond to market changes effectively. This entails refining core processes, acquiring new skills, and fostering closer collaboration with external and internal stakeholders. Small enterprises must redefine their objectives and optimize resource utilization to expand their scope for growth and achieve sustainable development. Establishing the right balance between the challenges and benefits of globalization is crucial for

organizations, requiring adequate cost management, human resource strategies, risk mitigation, and strategic alignment with global market demands.

Markovic's (2019) study suggests that competitiveness can be examined from various perspectives in academic research. Companies that fail to innovate struggle to capitalize on market opportunities or compete effectively. Their research employs the Global Competition Index for Serbia and the Western Balkans, encompassing micro and macroeconomic factors influencing national competitiveness. Analysis indicates that all countries in the region saw improvements in their rankings in 2017 compared to the previous year, yet a significant gap persists between the Western Balkans and the EU-11. Given the shared challenges among Western Balkan countries, fostering economic dialogue will be crucial for the region's enlargement process.

2.5 Gap in Empirical Review

The above related studies reviewed above established an empirical relationship between globalization and entrepreneurship, but emphasis were not laid on the variable of interest such as; trade liberalization, technology and international market dynamics, neither was emphasis laid on the various entrepreneurial practices in southeast, Nigeria. Also, most of the studies reviewed adopted a qualitative research methodology, which is quasi-empirical, and its findings cannot be generalized. Thus, this study will adopt a quantitative approach in order to achieve a positivistic result. Finally, most of the studies were carried outside the shores of Nigeria, thus, this study will replicate their findings in Nigeria.

3.1 Research Design

The research design adopted in this study was descriptive survey research design. According to Anigbo (2010) descriptive surveys are studies in which the peculiar characters of a population are studied through a sample, which is deemed to be representative of the population. The descriptive survey research design is best suited for this study because it permits the collection of original data and described the conditions as they existed in their natural setting. It studies the opinions, attitude, behaviours and beliefs of persons on the problems of this study.

3.2 Area of the Study

The study was carried out among SMEs situated in Enugu-South, Local Government Area, a suburb, in Enugu Metropolis. According to Corporate Affairs Commission (2023) record, there are 1438 registered SMEs operating within Enugu-South. 346 of the SMEs who were into cosmetics, eatery business, 168

merchandise of electronic appliances, boutiques, laundry services, hair saloon and so on. But for the purpose of this study cosmetic shops, eateries, boutiques, electronic appliances shops and laundry shops operating within Enugu-South, were considered for the study.

3.3 Sources of Data

Data were sourced from both primary and secondary sources. The primary data was sources through the use of five-response, Likert-typed, structured questionnaires. Questions were formulated to measure dimensions of globalization and dimensions of entrepreneurial practices.

Also, data were sourced from secondary sources like journals, text books, online resources that reviewed the variable of interest; globalization and entrepreneurship.

3.4 Population of the Study

Founders of eateries, boutiques, electronic appliances shops and laundry shops situated in Enugu-South, which totaled 523 comprised the population of interest in this study.

Distribution of Founders of SMEs in Enugu-South, Local Government Area

	Trade	Number of SMEs	Founders/Managers
	Eateries	56	103
	Boutiques	75	95
	Electronic Appliances Shops	61	134
	Laundry Shops	83	94
	Cosmetics	71	97
	Total	346	523

Source: Field Survey

3.5 Sample Size Determination

In order to determine the sample size for the purpose of questionnaire distribution, the Taro Yamane’s formula was adopted to determine the accurate sample size for the study.

The formula is stated thus:

$$n = \frac{N}{1 + N(e)^2}$$

Where:

n = Sample Size

N = Total Population

e = error margin, 5%

Therefore, substituting accordingly gives n as

$$n = \frac{523}{1 + 523(0.05)^2}$$

$$n = \frac{523}{1 + 1.31231}$$

$$= \underline{226}$$

The above result showed that 226 founders of various SMEs in Enugu-South Local Government Area, were the sample size incorporated for this study

3.6 Sampling Technique

The study adopted a convenient sampling technique – It is a sampling technique, also known as convenience sampling, is a non-probability sampling method used in research to select participants or subjects based on their ease of availability and accessibility to the researcher. In this sampling approach, the researcher selects individuals or items that are convenient or readily accessible to them, without employing a random or systematic selection process (Brown, 2010).

3.7 Validity of the Instrument

The face validity of the instrument was used by giving out the copies of the questionnaires to the supervisor and some professionals in the field of Research in Management Science to confirm the authenticity of the items contained in the questionnaire, in the measurement of the intended variables.

3.8 Reliability of the Instrument

A pilot study was adopted in order to check for the validity and reliability of the questionnaire formulated. Greenfield (2015) defined it as a small-scale, preliminary investigation conducted before the main research project. It serves as a trial run to test and refine the research design, methodology, data collection instruments, and procedures. 50 SMEs founders and Managers were conveniently drawn from the Enugu-North, Local Government Area, for the pilot test of the questionnaire and a Cronbach Alpha of $\alpha = .83$ was gotten, thus affirming the internal consistency of the questions contained in the questionnaire.

3.9 Method of Data Analysis

The data generated from the field will be subjected to statistical analysis using frequency count and simple percentage for summarizing, condensing and describing the data, while Pearson r correlation and regression analysis will be used to test the strength of the relationship and differences among variables.

3.10 Decision Rule

H_0 will be rejected if the significance level is less than $p < .05$, which is the probability level acceptable within the management sciences.

4.1 Data Analysis

Descriptive Analysis

Table 4.2: Descriptive Analysis of Globalization

	N	Minimum	Maximum	Mean	Std. Deviation
Trade liberalization has significantly influenced my business growth positively	209	1.00	5.00	2.9231	1.10761
I educate my apprentices on how to apply modern technology in business operations and service delivery	209	1.00	5.00	3.0427	1.13254
The stiff market competition at the global stage has influenced the sustainability and survivability of my business enterprise	209	1.00	5.00	3.1368	1.12882
Changes in international markets have affected my business decisions recently.	209	1.00	5.00	3.0940	1.23862

	N	Minimum	Maximum	Mean	Std. Deviation
Valid N (listwise)	209				

Source: Field Survey, 2023

Table 4.2 showed the distribution of responses on the questions that measure the components of the independent variable, globalization. This result shows an even distribution, which is slightly above average [$M \geq 2.92$, $SD \geq 1.10$]. Thus, indicating positive significant responses to the research questions.

Table 4.3: Descriptive Analysis of Entrepreneurial Practices

	N	Minimum	Maximum	Mean	Std. Deviation
Trade liberalization is has modified trade patterns (<i>izu ahia</i>), by creating easy access for commercialization of goods and services	209	1.00	5.00	3.3162	1.07999
The advancement in technology has remodeled and advanced <i>oru aka</i> (artisanship) by reinventing new techniques and skills.	209	1.00	5.00	3.0427	1.13254
Modern SMEs are faced with complex global competition which affects business operations and services	209	1.00	5.00	3.1368	1.12882
Changes in International markets have influenced <i>itu-ahia</i> (importation of goods) of most SMEs in Southeast, Nigeria	209	1.00	5.00	3.0940	1.23862
Valid N (listwise)	209				

Source: Field Survey, 2023

Table 4.3 shows the distribution of responses on the questions that measure the components of the dependent variable, entrepreneurial practices. This result shows an even distribution, which is slightly above average [$M \geq 3.04$, $SD \geq 1.01$]. Thus, indicating positive significant responses to the research questions

Hypothesis 1

Globalization will not have any significant positive influence on *igba boi* (apprenticeship) in Southeast, Nigeria

Table 4.4: Correlation between Globalization and Igba-Boi (apprenticeship)

Correlations			
		Trade liberalization has significantly influenced my business growth positively	Trade liberalization is has modified trade patterns (<i>izu ahia</i>), by creating easy access for commercialization of goods and services
Pearson Correlation	Trade liberalization has significantly influenced my business growth positively	1.000	.748
	Trade liberalization is has modified trade patterns (<i>izu ahia</i>), by creating easy access for commercialization of goods and services	.748	1.000
Sig. (2-tailed)	Trade liberalization has significantly influenced my business growth positively	.	.000
	Trade liberalization is has modified trade patterns (<i>izu ahia</i>), by creating easy access for commercialization of goods and services	.000	.
N	Trade liberalization has significantly influenced my business growth positively	209	209
	Trade liberalization is has modified trade patterns (<i>izu ahia</i>), by creating easy access for commercialization of goods and services	209	209

Source: Field Survey, 2023

Table 4.4 shows a significant positive correlation between globalization and *igba boi* (apprenticeship) among small enterprises’ owners/founders in Enugu state, Nigeria ($r = 0.75, p < .01$). Therefore, the null hypothesis stated is rejected.

Hypothesis 2

Globalization will not have any significant positive influence on *izu ahia* (trading) in Enugu state, Nigeria

Table 4.5: Correlation between Globalization and *Izu-ahia* (trading)

Correlations			
		I educate my apprentices on how to apply modern technology in business operations and service delivery	The advancement in technology has remodeled and advanced <i>oru aka</i> (artisanship) by reinventing new techniques and skills
Pearson Correlation	I educate my apprentices on how to apply modern technology in business operations and service delivery	1.000	.815
	The advancement in technology has remodeled and advanced <i>oru aka</i> (artisanship) by reinventing new techniques and skills	.815	1.000
Sig. (2-tailed)	I educate my apprentices on how to apply modern technology in business operations and service delivery	.	.032
	The advancement in technology has remodeled and advanced <i>oru aka</i> (artisanship) by reinventing new techniques and skills	.032	.
N	I educate my apprentices on how to apply modern technology in business operations and service delivery	209	209
	The advancement in technology has remodeled and advanced <i>oru aka</i> (artisanship) by reinventing new techniques and skills	209	209

Source: Field Survey, 2023

Table 4.5 shows a significant positive correlation between globalization and *igba oso ahia* (trading) in most of small enterprises in Enugu state, Nigeria ($r = 0.83, p < .05$) Therefore, the null hypothesis stated, is rejected.

Hypothesis 3

Globalization has no significant positive impact on *Igba oso ahia* (middlemanship) Enugu state, Nigeria

Table 4.6: Model Summary Table of *Igba-Oso-ahia* (middlemanship)

Model Summary ^b								
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics			Sig
					R Square Change	F Change	Durbin-Watson	
1	.937 ^a	.878	.878	.370	.878	1329.169	1.794	.000

a. Predictors: (Constant), globalization

b. Dependent Variable: *Igba oso ahia* (middlemanship)

R is approximately 0.878, which means that around 87.8% of the variance in *Igba oso ahia* can be explained by globalization. It ranges from 0 to 4, with a value around 2 indicating no autocorrelation. The Durbin-Watson result is 1.794, which might suggest some degree of autocorrelation. Based on this summary, it seems that the analysis found a strong and statistically significant relationship between "globalization" and "*Igba oso ahia* (middlemanship)" in Southeast Nigeria. The high R-squared value suggests that the variation middlemanship can be explained to a large extent by globalization, and the F statistic and p-value also support the significance of the relationship. However, it's essential to consider other factors and perform further analysis to fully understand the dynamics and potential causality of this relationship $\{R^2=0.88, F = 1329.17, p < .01\}$.

4.3 Discussion

The first hypothesis which states that globalization will not have any significant positive influence on *igba boi* (apprenticeship) in Enugu state, Nigeria, was rejected. Findings show that globalization influenced positively *igba boi* (apprenticeship) by most entrepreneurs in Enugu state ($r = 0.75, p < .01$). Most of the respondents testified that trade liberalization made it easier for them to export their products to foreign countries at little cost, while also distribute their products all over the country and beyond.

The second hypothesis which states that globalization will not have any significant positive influence on *Izu ahia* (trading) in Southeast, Nigeria was rejected. It was found out that globalization positively impacts trading among entrepreneurs in Southeast, Nigeria ($r = 0.83, p < .05$). Most respondents testified informally that they have adopted new technology and skills in their respective businesses, such as; the use of digital devices in automobile repairs, tailoring, hairdressing and many other businesses.

The third hypothesis which states that globalization has no significant positive impact on *igba oso ahia* (middlemanship) in Southeast, Nigeria, was also rejected. Result shows that globalization have impacted positively on *igba oso ahia* (middlemanship) by SMEs in Enugu state, Nigeria ($R^2=0.88, F = 1329.17, p < .01$). Some of the informal testimonies given by respondents were that, changes in the international market influenced product demands in local markets, which invariably influence their choice of products.

5.2 Conclusion

The study explored the influence of globalization on indigenous entrepreneurial practices in Enugu state; the first finding revealed that globalization has remodeled the Igbo apprenticeship system. This is evident in the advent of social media platforms like Facebook, Instagram and Whatsapp, which facilitate constant communication and relationship between Masters and their apprentices.

Secondly, globalization has significantly transformed trading in Enugu state. With the help of the social media platforms like Facebook, Instagram and Whatsapp, sellers can reach out to buyers and equally complete transactions online through Fintech mobile applications.

Thirdly, globalization has not influenced middlemanship in anyway, because of the informal nature of the practice and it is not acceptable by most traders in most local markets in Enugu state. Therefore, it is advisable that individuals who engage in middlemanship should reconsider other entrepreneurial practices.

5.4 Recommendations

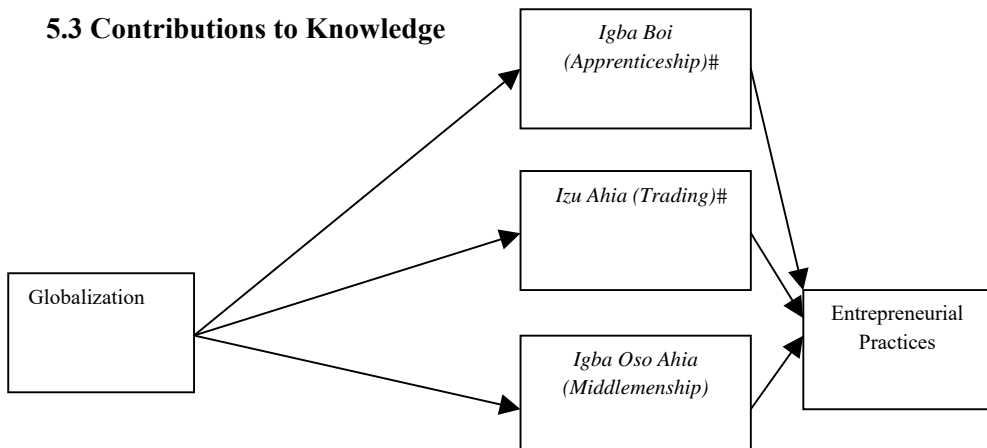
Based on the findings of the study on the influence of globalization on entrepreneurial practices in Southeast Nigeria, here are three key recommendations:

i. Promote Entrepreneurship Education and Training: The State governments in Southeastern, Nigeria should invest in entrepreneurship education and training programs that equip aspiring entrepreneurs with the skills and knowledge needed to thrive in a globalized business environment.

ii. Facilitate Access to Global Markets and Networks: The Ministry of Trade and Investment should establish trade promotion agencies or programs to help local entrepreneurs access international markets, navigate trade regulations, and connect with potential global partners and customers. They should also create platforms and events (such as trade fairs and business expos) that bring together local entrepreneurs with international stakeholders to foster collaboration and networking. And equally support the development of e-commerce infrastructure and digital platforms that enable entrepreneurs in Southeast Nigeria to reach global customers more easily.

iii. Implement Supportive Policy Measures: The State Executive Councils in Southeast should implement policies that create an enabling environment for entrepreneurship, including tax incentives, access to credit, and reduced bureaucratic hurdles for business registration and operation. And equally encourage public-private partnerships to support entrepreneurship, innovation, and technology adoption, especially in sectors with significant growth potential. Also, they should promote the establishment of business incubators and accelerators that provide mentoring, access to resources, and funding opportunities for startups and small businesses.

5.3 Contributions to Knowledge



The results from the survey have proven that globalization empirically correlates with apprenticeship system and trading in Enugu state, Nigeria.

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EXPLORING WHY ORGANISATIONS OFTEN EVADE FAIR LABOUR PRACTICES

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Abstract

The Constitution of South Africa, adopted in 1996, upholds the fundamental value of equality by emphasising the significance of providing all individuals with equitable opportunities to access the nation's resources. Although many organisations in South Africa strive for labour peace, they still fall short in adhering to the doctrine of fair labour practices in their workplaces. The primary objective of this article was to establish the reasons why South African organisations are failing to adhere to fair labour practice. The importance of this research lies in its ability to provide solutions towards enhancing fair labour practices within organisations, which will help to foster harmonious employment relationships and overall labour peace. A qualitative phenomenological research approach anchored within an interpretive paradigm was adopted for the study. Ten participants from two South African organisations in Johannesburg were interviewed. Although earlier research has demonstrated that legislation acts as a shield to safeguard employees from unfair labour practices, the findings revealed that unfair labour practices continue to be a prominent concern within South African organisations. Hence, having an HR department could be the first step towards addressing unfair labour practices in organisations. Based on the current findings, the study recommends that employers should engage employees in the drafting/developing employment policies and procedures for their

organisations. To ensure fairness within organisations, it was proposed that the role of human resources be clarified in upholding fairness in organisations. It was recommended that organisations should conduct regular workshops, as well as constitute a dedicated compliance committee. Finally, this study postulates that there should be a regular review and revision of policies in accordance with legislative and other societal changes.

Keywords: *employees, employers, fair labour practices, labour practices, organisations, policy.*

JEL Classification: *J8; J81; J83*

1. Introduction and Background

The South African Constitution guarantees the right to fair labour practices. The right is not clear in the constitution, even though it is a fundamental right that extends beyond the scope of the Labour Relations Act (Van Eck & Steyn, 2004). According to Grogan (2010), the way in which the Idea of unfair labour practices was adopted caused a shift in the belief that ordinary employees have no right to be heard before being terminated. This shift occurred because the Industrial Court prioritised checking for procedural fairness when dealing with dismissal cases, which stemmed from notions of equity and justice (Grogan, 2010).

Fair labour practices, as a constitutional right, shall be granted to every individual in accordance with Section 23 of the South African Constitution (Conradie, 2013). Unfair labour practices, as defined by the LRA and International Labour Organisation (ILO) consist of discriminatory actions or omissions by employers towards employees based on arbitrary factors, as well as unjust procedures. Such practices include unfair promotion policies, unjust employee demotions, discriminatory training policies, unjust employee benefits, and the inequitable suspension of employees (Conradie, 2016). In addition, it encompasses cases where employers refuse to reinstate an employee in adherence to the conditions of their employment arrangement (Conradie, 2016). However, there is no clear definition of fair labour practices. Le Roux (2012) stated that the right to fair labour practices benefits various stakeholders, including employees, employers, labour unions, and employer organisations. Moreover, for the concept of fair labour practices to be valid, there must be an established employment relationship (Le Roux, 2012).

Having a good and healthy work environment is important to ensure employee well-being, which can result in increased productivity for the organisation (Tahir, 2015). Fair labour practices play a major role in securing fair procedures and processes for employees in their respective workplaces (Conradie, 2016). The South African economic and social development segment is emerging as a result of changes that are continuously made within the country's labour legislation. According to Ghany (2022) employees are of the impression that management should be aware of each individual's requirements and treat everyone with decency and compassion. Studies show that employees believe that distributive justice is more likely to be implemented when job descriptions are accurate, wages are related to the skills required for the job, and each worker is recognized according to his/her work, as well as when promotion criteria are the same for all employees (Mrwebi et al., 2018).

1.1 Problem Statement

Despite the provision of fair employment practices in the South African Constitution, there is growing concern that many organizations across the country are failing to comply with these legal rights. The legal right to fair working conditions, contained in Section 23 of the Constitution, emphasizes on the right to fair labour practice and principles such as the freedom to collectively bargain, the right to organise as well as the right to decent remuneration and working conditions. This continued violation of constitutional guarantees raises important questions about the underlying and causal factors behind the apparent failure of South African organisations.

1.2 Research Question

- Why are South African organisations failing to adhere to the constitutional right to fair labour practices?

1.3 Research Objective

- To understand the reason why South African organisations are not adhering to the tenets of fair labour practices.

2. Literature Review

2.1 Historical Perspective of Fair Labour Practice

In 1977, the Wiehahn Commission was set up to study and provide suggestions regarding labour relations. The primary focus was to establish a robust and efficient framework for labour relations (Shafer, 1979). According to Lichtenstein (2013),

the Commission expressed the importance of securing the interests of individual employees and highlighted that work reservations were no longer appropriate for workplaces (Levy, 1992). One of the ways to achieve fairness in the South African workplace was said to be through the progression of legislation concerning fair labour practices (Van Zyl-Hermann, 2016).

The Commission reiterated the already known fact about the South African legislation, which indicated its failure to adequately address the issue of fairness in the working environment (Van Zyl-Hermann, 2018). In 1979, the South African labour market displayed a significant level of diversity with regards to race, colour, and culture. Consequently, due to this diverse nature, it became imperative to establish the fundamental right to fair labour practices (Kooy et al., 1979). According to Conradie (2016), the basis for all fair principles was built on an examination of existing laws and established common law principles, while embracing the values of freedom, legislative justice, equality, and equitable participation. As a result, the Commission recommended that fair labour practices legislation should be adopted and implemented based on the principles of non-discrimination, equality and equity (Kooy et al., 1979).

2.2 The Constitutional Right to Fair Labour Practice

The presence of an employment relationship establishes the rights and obligations that govern both the employer and the employee (Bendix, 2019). The term ‘employer-employee relationship’ is used to describe the connection between an employer and an employee. When it comes to the employment relationship, the employee is responsible for providing and executing work according to mutually agreed conditions. In exchange for the service rendered, the employee receives remuneration (Grogan, 2014).

South Africa is a democratic nation grounded in the values of human dignity, the pursuit of equality, and the enhancement of human rights and freedom (Mangu, 2020). Section 2 of the South African Constitution proudly declares the human rights bestowed upon every South African citizen (Ferreira, 2004). The Bill of Rights uses phrases, such as ‘everyone’ or ‘no one is subject to’ and ‘no one may be deprived of’ (Mangu, 2020). Any type of relationship between two or more people requires a legal regulation to ensure fairness and to protect each individual’s interests. Employees have the right to raise their concerns about unfair treatment with either the CCMA or the bargaining council (Sotshononda, 2019). There is, however, a time frame that has been stipulated for claims related to unfair labour practice. In the event that an employee or a collective of employees want to address

a matter of fairness with the CCMA, they are required to do so within 90 days from the moment they become aware of the employer's unjust act or conduct.

2.3 Unfair Labour Practice in South African Organisations

Unfair labour practices include receiving unequal treatment and being denied opportunities and work benefits that are extended to other employees by the supervisor (Serapelwane & Manyedi, 2022). The Labour Relations Act (LRA) defines unfair labour practices in Section 186(2) as (1) an employer's unfair treatment towards an employee in the process of promotion, demotion, probation (excluding disputes about dismissals for probation-related reasons), or training, or in the provision of benefits to an employee; (2) unfairly suspending an employee or subjecting them to other unfair disciplinary actions in the absence of dismissal; (3) an employer's failure to re-employ a person who was working for the organisation in accordance with the employment agreements; and (4) in the event where an employer who takes an adverse employment action other than dismissal in violation of the opposite of all these unfair labour practices can be considered fair labour practices (Cohen, 2004).

The fundamental entity responsible for dispute resolution under the LRA is known as the Commission for Conciliation, Mediation, and Arbitration (CCMA). The CCMA serves as a platform to handle employment conflicts through the use of conciliation, mediation, arbitration, and, if required, con-arb (Ferreira, 2005). The rights of employees are safeguarded by the Basic Conditions of Employment Act (BCEA) (ILO, 2011). It provides a limit to the freedom of what should be included in the terms and conditions of employment by setting minimum standards that the employer needs to comply with for the employment contract to be considered fair (Bendix, 2019).

To establish a workplace that is equal and fair, the employer must understand what constitutes fair treatment according to employees (Mpabanga *et al.*, 2023). Treating every employee fairly has the potential to significantly improve working relationships throughout the company. This involves treating temporary workers fairly, as this will guarantee that they feel appreciated and recognised for their unique contributions (Mpabanga & Ukpere, 2022). According to Venter and Levy (2014), there are social factors, such as gender and racial imbalances, poverty and living standards, medical care, education and training and others that contribute to South African employment relations. The purpose of the LRA is to assist in the development of the economy, create social justice, labour peace, and the democratisation of the working environment by satisfying essential objects of the

Act (Botha, 2014). The economic environment also has a direct influence on employment relations in South Africa (Nel et al., 2020).

2.4 Contributions of the Basic Conditions of Employment Act (BCEA), No. 75 of 1997 and the Employment Equity Act (EEA), No. 55 of 1998 towards fair labour practices in South Africa

Organisations should familiarise themselves with the provisions of the BCEA and the EEA to ensure fairness in the organisation. These acts protect the individuals' right to equitable treatment and fairness in the organisation (Grogan, 2010). While common law still provides a basis for the contract of employment (Conradie, 2013), the current BCEA allows for collective agreements between trade unions and employers to differ concerning certain minimum conditions and standards that the BCEA provides (Grogan, 2007). The establishment of the EEA aimed to eradicate unjust discrimination in the workplace, while endorsing affirmative action for designated groups (Claassen, 2019).

3. Research Methodology

A qualitative research approach was used in this study in order to best answer the research question. The study adopted an exploratory and descriptive research design. In addition, qualitative research methods were employed for both data collection and analysis. In qualitative research, there are various research strategies to adopt. However, in this study adopted the phenomenological strategy in order to focus on the viewpoint of the phenomenon from every angle. The research was conducted in Johannesburg with participants from two companies. 10 participants were sampled from a population of 212. To collect the data from participants, semi-structured interviews were conducted.

4. Research Findings and Discussion

Table 1 Sample Profile

Participants	Gender	Tenure	Organisational Level	Educational Level	Unfair Labour practice Experience
Rep1	M	23	Middle	Higher Certificate	Yes
Rep2	M	7	Junior	Matric	No
Rep3	F	4	Non Managenet	Diploma	Yes
Rep4	F	18	Junior	Matric	No

Participants	Gender	Tenure	Organisational Level	Educational Level	Unfair Labour practice Experience
Rep5	M	3	Junior	Higher Certificate	No
Rep6	M	4	Middle	Higher Certificate	Yes
Rep7	F	11	Non Managemet	Matric	Yes
Rep8	M	3	Junior	Higher Certificate	No
Rep9	M	3	Top	Masters Degree	No
Rep10	F	7	Middle	Honours Degree	No

Source: Author's fieldwork

As aforementioned, this study is focused on establishing the reason why south African organisations are failing to adhere to the constitutional right of fair labour practice. Below are some of the factors contributing to unfair labour practices within South African organisation as emanated from the analysis.

4.1. Factors Contributing to Unfair Labour Practices in South African Organisations

Participants highlighted a few factors that contribute to unfair labour practice in organisations. Five sub-themes emerged and are shown in Figure 4.2 below. The sub themes are discussed in the next section.

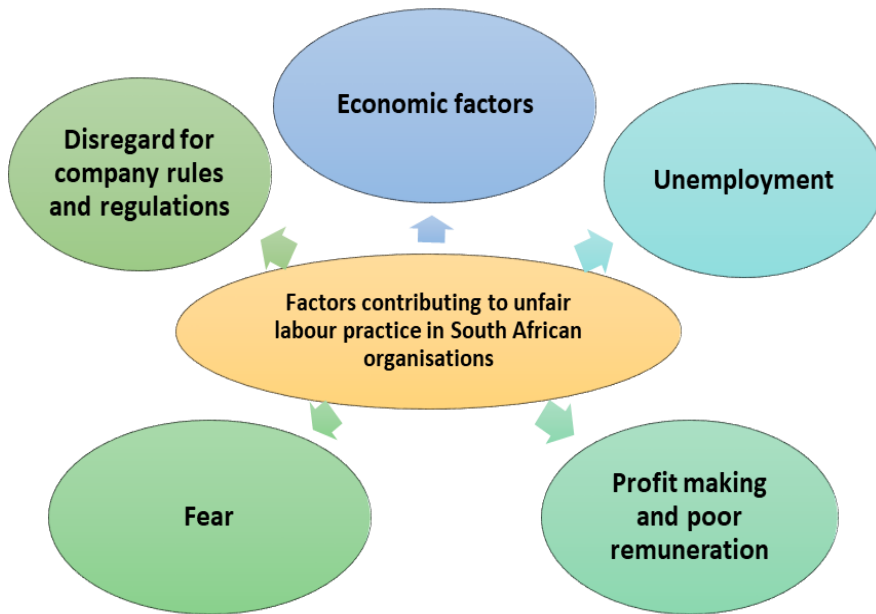


Figure 1. Factors contributing to unfair labour practice in South African organisations

Source: Author's fieldwork

The current study's findings revealed that there are different factors, such as unemployment, profit making and remuneration, fear, disregard of company rules and regulations, as well as economic factors that contribute to unfair labour practice in most organisations. According to Venter and Levy (2014), there are social factors, such as gender and racial imbalances, poverty and living standards, medical care, education and training and others that contribute to South African employment relations. The purpose of the LRA is to assist in the development of the economy, create social justice, labour peace, and the democratisation of the working environment by satisfying essential objects of the Act (Botha, 2014). *Economic factors* has a direct influence on employment relations in South Africa (Nel et al., 2020). With regards to poverty, **Rep1** remarked:

...we come from different families of which most of us are poor so whatever opportunity or offer you come across, you grab irrespective of the terms and conditions.

Finnemore et al. (2018) revealed that *unemployment* and the lack of job opportunities has directly impacted South African employment relations. The current study's findings aligned with the literature as it was revealed that unemployment is one of the reasons why employees find themselves victims of unfair labour practice. With the high unemployment rate in the country, some employees will be forced to do anything to stay employed. This position also resonates with **Rep4's** views when he remarked:

Unfair labour practice exists because there are many people in South Africa who are desperate to get jobs and as soon as they get the jobs, they end up agreeing to any terms and conditions that the employer offers them even if those employment terms are unfair

In the same way, **Rep5** remarked:

High unemployment rates contribute to unfair labour practice. Foreign nationals often provide cheap labour and do not complain even under bad employment conditions.

Fear was another factor that emerged in the current study's findings as a contributor to unfair labour practices. Nel et al. (2020) explained that employees in South Africa seek job security, and fear the possibility of being permanently unemployed. This is an indication that employees will do whatever it takes to save their jobs so that they are able to feed their families. Nel et al. (2020) further explained that most of the employees are bread winners and are not only taking care of their families but also their extended family members, which increases their desperation for job security. In concordance with the above, **Rep3** remarked:

...employees are afraid to voice their concerns because of fear of losing their jobs or risking the chance of growth in their organization.

Rep4 also agreed with the position of **Rep3**, and stated:

Unfair labour practice exists because there are many people in South Africa who are desperate to get jobs and as soon as they get the jobs, they end up agreeing to any terms and conditions that the employer offers them, even if those employment terms are unfair.

The current study's findings also revealed that *profit-making and poor remuneration* play a key role in unfair labour practice in the organisation. This is because most organisations are focused on making profit and disregard looking

after the well-being of their employees. This perception is in line with **Rep5's** statement below:

Nowadays most organisations are more focused on making a lot of profit and recognise employees later, after the business has gained. They provide cheap labour for employees knowing that the work they have employed the employees for requires more salary but instead the company only provides minimum wages.

*It was also found in that unfair labour exist and persist because some managers **disregard the company rules and regulations**. This was also reinforced by some of the participant responses. For instance, According to **Rep7**:*

It exists because other managers do not follow the rules that have been placed in the organisation including the guidelines provided by the department of labour.

Rep8 concurred with **Rep7** and mentioned that,

I would think this exists because people, such as management do not respect the practices that are put in place to handle their employees because they feel they are in a position of power.

Rep10 agreed with **Rep8** and **Rep7** and remarked:

It exists due to processes not being followed and not having policies in writing, which are accessible and transparent to all employees, which makes it easy for rules and decisions to be changed, which leads to unfairness.

Rep9 concurred and remarked:

In my experience this may be due to prejudice, vendettas, and individual gain.

The above analysis shows that there are many reasons why unfair labour practices exist in South Africa. Some of the reasons include economic factors, unemployment, fear, profit-making and poor remuneration, as well as disregard for company's rules and regulations by managers.

4.1.2 Unfair Labour Practices

The findings revealed that about 40% of the participants have experienced unfair labour practice. According to Lee and Lee (2007), HR professionals are responsible

for ensuring the well-being of the employees by providing the organisation with the right policies and procedures. This will assist employees to be successful in their roles and ensure that the organisation is complying with the labour laws. This is supported by some of the participants who noted that the reason why unfair labour practices exist in their organisation was the lack of someone experienced with the right knowledge, like a HR professional to advise the business on ways that are considered 'fair' in line with South African labour laws. In this regard **Rep1** stated:

So, I think at that time the intervention of someone qualified in the HR area was required. That is where I feel like unfair labour practice took place because an employee was sitting there but not enjoying whatever his entitled to in terms of leave, normal breaks and so on.

In addition, **Rep1** remarked:

The situation was alleviated by the coming in of the qualified person or the HR technician who was employed and changed everything. She opened our eyes and made sure that everyone understands the contents of the employment contract. Then we were able to highlight what we are entitled to as employees.

Based on extant literature, the employer is free to choose the person who they believe will be best suited for the job, as well as meeting the requirements of the job. This does not mean that the employer can neglect the requirements of the recruitment and selection process, as well as the requirements of fairness and objectivity (Grogan, 2014). **Rep6** was of the view that employers are not objective and do not use the correct process when recruiting, and posited:

...when a white employee with no qualifications nor experience who also lacked passion and enthusiasm for work was appointed for a position I was acting for, while I qualified for same in all aspects.

4.1.3 How Employees and Employers Experience Unfair Labour Practices in Organisations.

The LRA solely serves to safeguard employees from the unjust labour practices perpetrated by employers. The old LRA of 1956 included remedies for unfair labour practices committed against the employees, as well as the employer. According to the Erasmus (2012), it is prohibited for an employee to engage in unjust labour practices against the employer, and unfortunately, there are no

available solutions or remedies for the employer in such circumstances. In contrast to this, Section 23 of the Constitution grants every individual the right to fair labour practice, without specifying any exclusions. About 70% of the participants indicated they had no knowledge of ways in which an employer can become a victim of unfair labour practice. Only 30% of the participants mentioned that the employer can experience unfair labour practice through a breach of contract. In one of the participant's words:

The employer on the other hand can experience unfair labour practice in the case where the employee is in breach of contract (Rep3).

Rep2 also stated that employees can commit unfair labour practice by breaching an existing contract of employment. In his words:

Remember if I have signed a contract saying that I will go to work at 8 AM, and I come to work at 10 AM, that is not fair on the employer and that means I am undermining the labour laws.

Rep9 also shared similar sentiments:

The managers can experience unfairness from the employees through breach of contract.

The employee on the other hand is protected by the LRA on matters of unfair labour practice. The LRA outlines several instances that fall under the category of unfair labour practices, as described in Section 186(2). Unfair treatment of employees by employers can occur in various ways, such as promotion, demotion, probation, training, or the provision of benefits. Furthermore, it should be noted that unfair labour practices include not only unjust dismissals but also disciplinary actions or suspensions that are carried out without proper cause. Another example of failure on the part of an employer is when they neglect to reinstate or re-employ a former employee as agreed upon in the employment agreements. The opposite of all these unfair labour practices can be considered fair labour practices (Cohen, 2004).

This section showed that employees are protected by the labour legislation. However, employees still find themselves as victims of unfair labour practices. This is because of factors, such as economic, unemployment and fear of losing their jobs. In a nutshell, one can say that employees value job security more than fairness in the organisation. It is also imperative to be mindful of the fact that fairness is applicable to both the employers and employees.

4.2 Limitations of the Study

This research is focused on exploring why South African Organisations often evade fair labour practices. Only two South African organisations based in the Gauteng province were used for the study. Therefore, the findings cannot be used to generalise across all South African organisations. In addition, the research is focused on selected employees in the organisation and not all the employees participated in the research. From the participating organisations only ten employees participated due to its qualitative nature. The sensitivity of the research topic made it difficult for the researchers to find organisations willing to participate in the study. With organisations changing their ways of work and employees working hybrid and remotely, it was difficult to meet some participants for interviews as appointments had to be rescheduled on many occasions. In addition, the sensitivity of the topic made some participants to be very calculative when responding to interview questions.

5. Recommendations

To ensure that South African organisations consistently exercise fair labour practices and to proffer mechanisms that government can use to raise awareness in South African workplaces, the following recommendations are proposed.

5.1 Involve Employees in the Development of Employment Policies and Procedures

Employee participation in the development of policies and procedures is very important as it encourages open communication and inclusivity. This will ensure the fair representation of different segments of employees in the organisations during the formulation of employment policies and procedures. Involving employees in the development of policies assists with ensuring that the protection of workers' rights is upheld in the organisation. Employers collaborating with employees when developing policies will contribute to demonstrating to employees that the company considers their concerns in the organisation. Such collaboration will also enhance the trust between the employers and employees, which will go a long way towards minimising unfairness in organisations.

5.2 Clear Role of HR Professionals in Ensuring Fairness in the Organisation

Human resource professionals play a fundamental role in ensuring fair labour practices in the organisation. The employers and the employees need to be clear of the responsibility of the human resource professionals in the organisation. This will

encourage employees to trust the HR, as well as feel comfortable when raising any concern with them. In this way, HR will ensure fairness by mediating between the employer and employees and ensure that there is fair labour practice in the organisation.

5.3 Refresher Policy Workshops

Training and educating employees about the existing policies and the updates, will go a long way to improving awareness of fairness in the workplace. In addition to having a good reason for the policy updates, the employer must ensure that these are in accordance with the South African labour laws. A useful technique employers can use to ensure employees understand policies can be by means of role plays, which can display examples of how the policies have changed and been updated. When workshopping policies, it is crucial that employers explain to the employees the consequences of non-compliance. The employers can also use the opportunity provided by holding policy workshops, to collect feedback regarding the policy by considering the necessity for policy changes. This will help to ensure that organisations adopt fair practices in reviewing and updating of their policies.

5.4 Establishment of a Compliance Team

To monitor compliance, the employer can establish a compliance team that focuses on checking whether the policies and procedures that have been put in place are compliant with the labour laws. To obtain an objective judgement, the compliance team should be diverse. There should be a mix of blue-collar and white-collar employees along with subject matter experts. It is important for the compliance team to review and update policies on a regular basis. Whenever issues of unfair labour practices and non-compliance arise, the compliance team can be consulted to conduct an internal investigation. In addition to explaining the consequences of non-compliance to the organisation, the team should also explain why compliance is important to every member of the organisation.

5.5 South African Organisations Should Be Made More Aware of the ILO Conventions

South Africa is a member of the ILO and has implemented many of the conventions set by the ILO. It is important that both employers and employees are educated about the conventions of the ILO that apply to the SA labour laws. In this way, the organisations will ensure compliance with ILO conventions and national labour laws. The ILO conventions have been implemented to ensure that there are decent working conditions and labour peace. Organisations should engage with the government and their industry associations to stay updated with the developments that are being made and current best practices across the globe.

5.6 Continuous Revision of Policies Based on Amendments to Legislation

South African legislation is continuously being improved and updated. Thus, it is important for employers to stay up to date with the amendments to the South African legislation as this will have a direct impact on policies and procedures in organisations. Employers need to review their current policies to ensure that they are aligned with the updated labour legislations. Amending policies will assist in improving fair labour practices in organisations. Employees should be made aware of all the changes that are made with regards to policies in the workplace. It would be advisable for the employer to keep the employees' acknowledgment of the new policies as a reference in the event of a dispute. Policies play a fundamental role in ensuring that there is fair labour practice in organisations.

6. Conclusion

This article has established the reason why south African organisations are failing to adhere to the constitutional right to fair labour practice. The article employed qualitative research design to collect data. The findings indicated there are different reasons why south African organisations are failing to adhere to the doctrine of fair labour practice. These include economic factors, unemployment, disregard of company rules and regulations by managers, profit making and poor remuneration, as well as fear. Recommendations for ensuring fair labour practice has been proposed herein. Should the proposals be given serious consideration, the state of fair labour practice in South Africa will undergo a transformative and positive change.

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CAUSES OF FAILURE AMONG FAMILY OWNED BUSINESSES

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Abstract

The study investigated the causes of failure among family owned businesses in South-East, Nigeria. Specific objectives were to; evaluate major family business enterprises that have failed in South-eastern states, Nigeria; investigate the causes of failure of these family owned business enterprises identified in South-eastern states in Nigeria; explore strategies that will help prevent such failures in other family owned business enterprises in Nigeria. The study adopted a qualitative approach in analyzing the causes. Historical analysis of ten indigenous family owned business situated in South-eastern, Nigeria that have gone into extinction, were thoroughly carried out to identify factors that contributed to their extinction. It was found out that; death of founder(s), financial constraint, poor management, market complexity and competitions are the main contributors to family business failures and extinctions in Southeastern, Nigeria. Thus, it was recommended family business owners should be liberal, open-minded, flexible and inclusive in

making business decisions that will propel their enterprises to greater height. More so, competent hands, professional business consultants and advisors should be incorporated in managing the business. This will ensure the success and fecundity of the business. Though, the study encountered a slight challenge as regards to the availability of resources, because relevant information that would have enriched the result, were not documented or uploaded on the internet. However, the findings of the study contributed immensely to the body knowledge of family successes, growths and failures in Nigeria.

Keywords: family owned business, business failures, business enterprise, southeast, Nigeria.

JEL Clasification: L26,L21,M13,G33,J23

Introduction

Small and Medium Scale enterprises (SMEs) that play significant role in national economy are family business. Family business multiplies employment opportunities, which have the capacity to reduce poverty, balance gender and class inequality and control social vices. They act as catalysts for novelty, innovation and ingenuity; they activate local entrepreneurship; which is connected to various sectors of the economy. Family business equally promotes rural – urban migration; drive market competition, contributes majorly in government internally generated revenue through payment of taxes, which is used infrastructural development. All these activities contribute to regional cooperation and nation building. It is pertinent to note that family business will contribute immensely to the aforementioned, if professionally handled and managed in Nigeria.

Zahra *et al.* (2012) define family business as those businesses, whose management share similar family identity and its management is equally transferrable from generation to generation. Factoring in different variables, Poza (2014) define family business as a unique blend of: firstly, sole proprietorship by family members; secondly, management by members of the family through playing proper advisory role, formulation and execution of policies and equally having stakes in the business; thirdly, its continuity is built on family ties and relationship across generations to come. Agbim (2018) view family business as any type of business whether SMEs or multinational corporations, whose, administration, management, coordination, control and regulation is built on family homogeneity and its ascendancy in managerial hierarchy is based on family relationship.

The key to the survival of family business is dependent on how well the business is managed professionally.. Unfortunately in Nigeria, there are obstacles that hinder family business from achieving its set goals. These include: the inability of the founders to delegate to family members due to lack of trust; phobia of losing control, egocentricity; family conflicts, nepotism, role confusion, paternalistic tendencies, etc, the unwillingness and reluctance of competent and educated family members to work in family enterprises. These and many more are the challenges that hinder the smooth operation and growth of family business in Nigeria. Thus from the foregoing, one can define failure in family business as the inability of family owned business to meet its set goals and objectives due the aforementioned factors. Therefore, this paper will discuss elaborately the causes of this failure in business in details.

Objective of Study

The main objective of this study is to evaluate the causes of failure among family owned business in South-eastern Nigeria. Other specific objectives that will be taken into account in this study are;

- i. Evaluating major family business enterprises that have failed in South-eastern states, Nigeria
- ii. Investigate the causes of failure of these family owned business enterprises identified in South-eastern states in Nigeria
- iii. Discover strategies that will help prevent such failures in other family owned business enterprises in Nigeria

Research Questions

Thus the following questions will provide empirical directions to the goals of this study. These questions are;

- a) Which families owned business have failed in recent time within South-eastern states in Nigeria?
- b) What causes failure in family owned business within South-eastern state in Nigeria?
- c) What are the possible solutions towards preventing failure among family owned businesses in Nigeria?

Literature Review

Family-owned business enterprises are quintessential in a capitalist economy. 80% to 90% of the world businesses are owned and managed by families. (Aronoff, McClure & Ward, 2010). Half of the employment rate and that of the gross domestic products are produced by family-owned businesses (Dingliana; 2013 Kolawole, 2013; Onugu 2005). These statistics evidenced that family owned business is relevant to modern economy which is embedded on the principles of capitalism. Chakrabarty (2009) affirmed that family businesses are businesses in which family members own greater stake or percentage of ownership.

The survey was carried out by the Federal Bureau of Statistics (FBS) across the federation, including the Federal Capital Territory (FCT) revealed that the total number of SMEs in the country is about 17.28 million, out of which 17.26 million are small enterprises, whose net worth are less than N5 million (Osagie, 2012). SMEs in Nigeria, presently employ over 32.4 million people, and they majorly family-owned businesses. Same with global business trend, thus, making them the biggest employer of labour. They also contribute towards nation building, through; – poverty alleviation, wealth creation, modernization of local entrepreneurship, tax payment, etc. Unfortunately, most of these businesses are crippled by negating factors that slow down their progress and growth.

The Challenges of Family Owned Business

Typically, as the family business transits along generational line, more family members are become actively engaged in the management of the business, which can lead to many potential failure, the causes of this failure are discussed Kaye (2009) as follow;

Conflicting Goals/Values: Conflict of business goals and objectives across generational lines can result to failure. Especially when the younger generations take up the business and want to rebrand the old system to much better trendy fashion. It often result to clashes between the traditional system and the new system.

Conflicting Personalities: individual differences can result to sibling rivalry which can summersault into conflict. If this conflict is not properly managed it can lead to destruction of peace, harmony and unity among the siblings, which will automatically destroy the business.

Expectations: differences in expectation can lead to differences in business objectives and goals as regards to; ownership, management, use of business assets,

compensation, training, work assignments, etc. If these differences are not properly managed, it will result business failure, when there is major disagreement on a policy, it will cripple business growth and possibly shut it down.

Poor Work Ethic: work ethics in family business changes as it transcends from generation to generations. Most times the young generations tend to be uninterested and unprepared in investing in their parents' family business. This can cause considerable stress and disaccord between the generations and can also unnecessarily delay the transition of both management and ownership.

Reluctance to Plan: Generally, family business founders mostly find it difficult in sharing their business plan, visions and ideals with family members. Also, business planning, succession planning, and financial planning are often not shared with the founders' offspring. viewed as an ineffective use of time instead of a necessary business process. As the founder gets older visions for the business becomes blurred and planning becomes cumbersome, which ultimately will affect negatively the success and growth of the business.

Poor Corporate Governance Structure: implementation of corporate governance is a big hurdle to family business, due to the informal relationship that binds family members that are stakeholders and key personnel in the business. Enforcing corporate rules and regulation, and equally instituting corporate structure become extremely difficult, thus, creating room for corporate indiscipline, nonchalant attitude and laziness being exhibited by family members that are associates in the business, which advertently cripple business growth.

Family Involvement: When family owned businesses allow family members to influence the decision-making process without clear-cut boundaries, it will lead to conflict, of which not tackled can affect the smooth business operations and activities of the enterprise.

Lack of Succession Planning: unpreparedness and unplanned family business succession can fold up the business, especially when the business in question is handed over to an incompetent, nonchalant, extravagant family member as a successor. He or she will mismanage the resources used for business operations.

Access to Funds: Dudaroglu (2008), argued that access to fund is the major determinant of family business failure. In reality in Nigeria, most family business finds it difficult to access loans from commercial banks, when in dire financial hardship. Also, the bank conditions loan grants make it extremely cumbersome to access business loan in Nigeria.

Resistance to Change: With the changing market economy in line with global best practices and modernity, which affect mostly business models, strategy and

operations, most family businesses stick to the old-fashioned, traditional business model that have recorded feasible successes in the past. Thus, they find it hard to change their business model not minding its detrimental effect towards the growth of the business..

Increased Complexity: At the beginning of a family business, the management and co-ordination of business operations and activities, are much more easy and simplistic. Family members and the founder find it easy to handle various operations of the business. As the business expands, management of business operations becomes complex, requiring more competent and experienced hands to join in the business. This complexity makes management of family business difficult, as the family members might not be enough to ever expanding business enterprise. Also, recruiting competent personnel to assist in the management of the business firm, equally becomes a problem too, which if not properly handled might affect the success of the business.

Financial Knowledge: Mahenthran, (2009) categorically stated that businesses fail every year, due to financial mismanagement. His assertion was supported by Hall and Young (1991). Unfortunately, most recent family business in Nigeria failed because of poor financial knowledge. Financial management is necessary for proper business planning; it facilitates setting of business objectives and equally contributes immensely in the acquiring the required resources for business operations. If the finance is not properly managed, it will lead to grievous loss and inability of the family-owned businesses to achieve their set goals and objective.

Theoretical Review

The Agency Theory (Jensen & Meckling, 1976)

Agency theory is used to explain the relationship that exist between family business founders and managers. It distinguishes between business ownership and management, thus unifying business goals and objectives of that of the managers (agents) with business owners (principal). Agency cost refers to all cost of family business operations, which is properly done by the business managers (agents) in order to align with that of the business owner (principal). When family members engage in family business, they influence the increment or decrease of financial performance of the business, which can be attributed to agency cost. (Chrisman, 2004).

Thus, the survival of the firm is dependent on agency cost (Chrisman, 2004; Dyer, 2006); less supervision of agents in family business based on trust can stimulate business growth and equally lessen burden of agency cost (Dyer, 2006).

Family can incur increased agency cost, if family members that own and manage the business have conflict of interest as relates to distribution of ownership, corporate governance, compensation formula, succession, roles, and responsibilities (Dyer, 2006).

The Resource-Based Theory (Barney, 1991).

Resource-based theory analyzes the relevance of competitive-advantage to family business. Theoretically, resource-based in the sense means the distinctive, unique, inherent aspect of organizational resources, which is mostly denoted as “organizational competencies” well integrated in the company’s internal process, human resources and assets, which aids the family-owned business’ competitive advantage (Sirmon & Hitt, 2003). Firms have been described as having a rich, integrated and complex internal resources; therefore resource-based view (RBV) gives family business owners and market analysts platform to analyze their competences, differences and limitations (Habbershon & Williams, 1999). The theory posits that family businesses are diverse and its inherent resources in the firm that gives the firm the platform for competitive advantage and better performance. RBV examines the links between a firm’s internal characteristics and processes and its performance results (Habbershon & Williams, 1999; Chrisman, 2005). Sirmon and Hitt (2003) posits that the way family owned businesses manage, co-ordinate and utilizes their internal resources differ from non-family businesses. They believe that these differences motivate competitive advantage. Dyer (2006), stated the variant types of capital, which he termed family factors and equally linked it to the performance of family business; these include; social capital, human capital and physical/financial capital. These assets can contribute significantly to the growth and survival of family business.

Social Capital Theory (Bourdieu, 1977)

This theory is very essential in analyzing family-owned business, because it focuses on the relevance of human relationship, interdependence, engagement, communication and interaction in social network (Arregle, 2007). Social capital can be defined as the resourcefulness of complex human interactions, relationships and interdependence, which are beneficial to firm’s growth. (Bourdieu, 1987; cited in Hitt, 2007). Nahapiet and Ghoshal (1998) discussed the three dimensions of social capital, which include; relational, structural, and cognitive dimensions. The structural dimension describes arrangement and model of connections that exist between people. While are described by the relational dimension refer to the rules, trust, beliefs, and obligations that bind people in a social network. The cognitive dimension relates to shared language, cognition, and systems that exist in social

network. In family businesses, each of the dimensions is integrated in two ways, on one hand it exist with the family, then on the hand it lies with external stakeholders. Simon and Hitt (2003) differentiated between family social capital and a organizational social capital. They discussed family social capital as the most powerful and enduring aspect of social network. Simon and Hitt (2003) believed that a family represents a distinct social network where members of the family relate with one another, interact with each other with shared language, which in real sense contribute to the growth of the family enterprise. But once, this family social capital is not properly harnessed and managed it might leas to the dearth of the business.

Empirical Review

Justino (2015) study centered on factors influencing the failure of small enterprises in a selected municipality in Luanda, Angola. Positivistic theoretical approach was adopted in his study, he equally adopted qualitative method in the study. Questionnaires were used as instrument of data collection and was shared to 130 small business owners and managers who had experienced business failures and 108 questionnaires were duly completed and returned. Statistical Package for the Social Sciences (SPSS) software was used in analyzing the data generated from the study . Results were presented in tables, pie charts, and bar charts. The results revealed the following as critical factors that influence family-owned business in Angola: lack of knowledge of business systems; lack of financial skills, competence and discipline; and negligence in planning and controlling business resources. These factors denote that organizations do not value entrepreneurial knowledge skills development and competence. Also, most of family-owned business owners and managers do not have entrepreneurship role model and business coach that would have facilitated entrepreneurship development.

Onuoha (2013) study focused on the challenges and problems of professionalizing family businesses in South-East, Nigeria. The survey was carried out in commercial cities within Southeastern region. The study evinced that family businesses do not carry their operations and activities professionally because of the following challenges and problems – unincorporated business enterprises, lack of proper succession plan, negligence of government policies on entrepreneurship development, financial constraints, high operational costs, multiple taxes, poor infrastructures, and unhealthy competition.

Ogundele and Ahmed-Ogundipe (2015) study analyzed the issues involved in succession problems, their sources and how they threatened the perpetuity principle in companies with respect to family businesses in Nigeria. Their study discovered

that the succession laws of Nigeria (which incorporates both the native laws and customs) and the diversity of culture in Nigeria, constitute a numerous succession problems for most family-owned businesses in Nigeria. Based on its findings, the study recommended that indigenous entrepreneurs in Nigeria, should craft comprehensive, articulate, market-centered and people-oriented entrepreneurial succession planning at the start of the business.

Agbim (2018) study examined the effect of intra-firm network on family business succession. He adopted survey design for the study, proportionate stratified random sampling and simple random sampling techniques were equally integrated in the study to generate data. It was found from the data analysis that intra-firm network significantly and positively influences family business succession. He suggests that to achieve successful succession, family business owners need to be actively engage in the intra-firm network within the business enterprise. This network relationship is significant because it promotes a cordial working relationship between the family and the business. This network eases successful family business succession through proper management of the sources pre- and post- succession conflicts. Furthermore, the network affirms the emergence of a business successor based on entrepreneurial knowledge, managerial competence and business experience rather than first issue transition format and gender.

Sajuyigbe, Oyedele and Unachukwu (2016) study investigated the factors that responsible for failure of Nigerian family business succession and how these challenges can be managed. The population of the study includes all established family –owned businesses managed by family members in Ibadan metropolis, Oyo State, Nigeria. The sample consists of two hundred and eighty four (284) respondents who were selected through judgmental sampling. Mean statistical technique adopted for data analysis and criterion mean of 3 was used for result interpretation. The findings discussed key factors influencing the failure of family business succession. The study concluded that engagement of successors in the management of the business, proper entrepreneurial training of family business successors, cordial and peaceful relationship among family members and the wiliness to learn from one other will significantly influence the growth and survival of family-owned businesses after exit of the generation of the family business owners.

Methodology

This paper adopted a qualitative research method, with descriptive and analytical approach; adopted to analyze the causes of failure in family-owned business in Southeastern Nigeria, which comprises of mainly; Anambra, Enugu, Ebonyi, Imo and Abia state. A historical analysis of few selected failed family-owned business situated in Southeastern Nigeria, was carried out to denote the recurring factors that led to their failure. Choice for the adoption of qualitative method was made because, data were sourced from published materials, which were handy at the time of the study. Thus, the ten selected business from South-eastern Nigeria, which include the following; Ahdmore Filling Station, F.C. Ibekwe Investment, Boxtton Paint Company, Ranccor Water Investment, Tourist Hotel, Ekedilichukwu transport company, Rapuokwu Motors, Chidi Ugo Bakery, Star Bright Primary School and Ebony Paint Limited were historically analyzed in the table below.

Table 1: Breakdown of Failed Business Enterprises in Enugu State

Business Name	Family/Duration	Area of Specialization	Causes of Failure
<i>Ahdmore Filling Station</i>	Adimora Family (1998 – 2010)	Oil and Gas Sector	Death of founder Financial Constraint Poor management
<i>F.C. Ibekwe Investment</i>	Mr. F. C. Ibekwe (1984 – 2000s)	Trade and Merchandise	Death of founder Legal Disputes Competition
<i>Boxton Paint Company</i>	Unknown (1999s – 2010s)	Building Paints	Financial constraints Market unavailability Shortage of Resources
<i>Ranccor Water Investment</i>	Unknown (2000s – 2013)	Table water production Oil & Gas	Death of founder Poor Management Market competition
<i>Tourist Hotel</i>	Unknown (1990s – 2005)	Hospitality Management	Death of Founder Poor succession plan Market Complexity
<i>Ekedilichukwu transport company</i>	Mr. Augustine Ilodibe Family(1950s – 2007)	Transportation Logistics	Death of Founder Family Dispute MarketComplexity

<i>Rapuokwu Motors</i>	Mr. Raymond Adilieje (1979 – 2000s)	Transportation Logistics	Death of Founder Financial constraint Market complexity
<i>Chidi Ugo Bakery</i>	Mr. C. Ugo Family (1990s – 2000s)	Bread Production	Exit of founder Financial constraint Acquisition
<i>Star Bright Primary School</i>	Unknown (1990s – 2000s)	Education	Death of Founder Lack of resources Competition
<i>Ebony Paint Limited</i>	Chukwu Family (1970s – 2000s)	Building Paint Production	Death of founder Poor Management Market trend

Historical Source 2023

Findings

To empirically investigate the goals and objective of this study, ten family-owned businesses that were once in existence within Southeastern region, were historically analyzed to discover the root causes of their failures. From the table, it is evident actively operated over a decade, majorly in the last quarter of the 1900s century (1970s – 2000s). This brings to mind the effect of market dynamics, and the fluidity of business trends, which brings complexity to business operation. In other words, the change in economic trend at the dawn of 21st century, which includes the global economic recession and advent of globalization, negatively influenced the growth of some indigenous family owned businesses in Southeastern Nigeria.

Also, result from the historical analysis evinced that most the family business incorporated in the study specialized in; building paint production, transportation, oil and gas, while others specialize in education, hospitality management, bakery and trade.

Furthermore, most of the reasons that led to the extinct of these businesses revolved around; death of founder, financial constraint, poor management, market complexity and competitions. Amongst all these causes, death of founder was a common factor. Thus, one can indirectly link this factor – death of founder to poor succession planning, because if the transition plan is successfully put in place, the exit or death of the founder would not have affected the viability of these businesses.

The outcome of this study correlates with the findings of Justino (2015), Onuoha (2013), Ogundele and Ahmed-Ogundipe (2015) Agbim (2018) Sajuyigbe,

Oyedele and Unachukwu (2016), their findings suggest most of the factors such as financial constraints, poor management due to lack of entrepreneurial skill and competence, poor succession plan and market complexity affects the viability and growth of family owned business.

Conclusion/Recommendation

The result gotten from this study suggests that family-owned business founders need to make proper planning for business transition. It takes deep foresight to determine a competent family member or manager that will take over the business once the founder exits. This brings to light the essence of business coaching and mentorship, this ideal will enable founders to pass down their business strategy and formula to the next generation. According to this study, decision-making process and adequate harnessing of human capital through proficient management will be of great value to the viability of family owned business. This study then concludes that incorporating efficient, proficient and dedicated members and business associates; and also indoctrinating them with the business model, ideal and strategy, will definitely ensure efficient management of the business which will positively influence its longevity and fecundity. Family-owned business itself plays a significant role in national development as an integral part of the corporate sector. Thus, there is need for adequate corporate legislation that will guide the smooth operation of family owned businesses in Nigeria. Most importantly emphasis should be on remodeling the banking sector, to make accessibility of loan much easier. Other necessary steps to be taken by family business owners and managers, include;

- i. Family owned business adopt a suitable management model, with well defined organizational hierarchy and chain of command that will facilitate the smooth running of their business.
- ii. Roles and the responsibilities should be properly delegated among key family members that are competent with the business, so that they will gather relevant experience over the years that will aid their ascendancy, when the founder exits.
- iii. Conflicts among family regarding business should be resolved or better still managed efficiently to avoid truncating the hardwork of the founder.
- iv. To ensure fairness, equity and fairness among family members and business owners, there should be a defined framework for ownership shares, duties, compensation and other relevant issues concerning the business.

- v. Improper succession plan cripples the growth of family business, therefore, business owners should endeavor to incorporate professional and experienced business consultants and advisors that will facilitate the smooth transition and ascendancy in the business.

In summary, family owned business owners should learn to delegate duties to their members that will continue with the business once you exit from the business. Founders should engage their family members in the business actively and reveal to them the relevant information that will sustain and propel the business to greater height when they are still alive. Also, there is need for grooming protégés that will take over the business on time before founders' exit. Capable and competent hands should be employed to help in proper business management, administration and control in order to derive maximum productivity and profitability.

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WORKING TIME FLEXIBILITY OR INSECURITY: EXPERIENCES OF CASUAL WORKERS

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Abstract:

The purpose of the study was to explore the working time experiences of casual workers at a global firm in Zimbabwe. Data was gathered from ten research participants who had worked for the global firm in Zimbabwe for a minimum of seven months through face-to-face semi-structured interviews. The study found that most casual workers at the global firm in Zimbabwe experience working time insecurity. The three main factors identified by most of the research participants in this regard include unpredictable work schedules, long and irregular working hours. Only a few casual workers expressed that they experience working time flexibility at the case global firm in Zimbabwe. These participants indicated that regular and predictable shifts allowed them to enjoy working time flexibility and reduce work-family conflict. The study's findings made it clear that casual workers at the case global firm in Zimbabwe have negative working time experiences. Hence, the current study recommends that the case global firm in Zimbabwe should adopt and implement appropriate flexible working time arrangements to improve the working time experiences of casual workers.

Keywords: *working time, flexibility, insecurity, casual worker; experiences; global firm*

JEL Classification: *J22, J23, M54*

1. Introduction

Changes in the labour markets exacerbated by global competition, technology and changing demographic makeup of the work place has resulted in the need for government, organizations and workers to become flexible (Carreño, 2023; Akcigit & Melitz, 2022; Dinale, 2020; Lee Ríos, 2020). Therefore, the flexibility requirements of government translate into flexibility requirements of organizations and employees (Akcigit & Melitz, 2022; Dinale, 2020). Organizations are compelled to become more flexible in light of the changing environment, which is marked by intense rivalry (Weideman & Hofmeyr, 2020; Kelliher & De Menezes, 2023; Peretz et al., 2022). Statistical evidence showed that companies across the globe are utilizing flexible work arrangements (Peretz et al., 2018; Kelliher & De Menezes, 2023). A UK study showed that at least 50% of UK businesses have begun to adopt flexible work arrangements and 73% of managers strongly favor this approach (Chandola et al., 2019). It was also observed that in many industrialized economies, a number of working time arrangements has emerged signaling a high demand for flexible working time arrangements by workers (Ogden, 2023; Dunn et al., 2023). Researchers have noted that setting up a flexible working time arrangements is not easy because there are a variety of constraints related to work demands and employees' preferences that need to be taken into account (Brulin et al., 2023). In certain cases, flexible working-time arrangements represent insecurity, while in other cases; they are welcomed and actively sought after by workers (Cooper, 2023; Breitkreuz et al., 2024; Mahboob, 2021). Because of these complexities in designing, organizing and implementing flexible working time arrangement, research findings regarding the effects of flexible working time on employees are somewhat disputed, with results ranging from negative and neutral to positive (Cooper, 2023; Broekes, 2021; Bezovski et al., 2021). Some studies have highlighted the benefits of working time flexibility work arrangements on workers' capacity to reduce burnout and balance work and family responsibilities (Petersen, 2023; Wilson, 2019). On the other hand, some scholars argue that flexible working time arrangements can negatively affect employees'

general well-being when work schedules and hours does not fit the worker's preferred timings (Petersen, 2023; Bezovski et al., 2021; Mellner, 2016; Johnson et al., 2020; Keliher, 2019). It is important to note that though there is an increase in the adoption of flexible working time arrangements, few non standard workers are offered working time flexibility (Bezovski et al., 2021; Mahboob, 2021). Only one third of workers in Europe have reported to have control over their working hours (Eurofound, 2015). In Sweden, nevertheless, this is not the case. When compared to many other European countries, Sweden has a higher percentage of casual workers with various forms of flexible work arrangements, such as flexible work schedules and regular shifts (Eurostat, 2020). Research has shown that at least 84% of Swedish workers have flexible work arrangements (Eurostat, 2020). Given an increase in the growth and utilization of flexible working time arrangements in organization across the globe, there is a growing fear that workers' working time preferences are not considered. A number of previous research on working time flexibility on casual workers focused much on companies in the developed world, hence little is known about working time experiences of non-standard workers in global south. It is against this backdrop that the study is conducted to explore the working time experiences of casual workers at a global firm in Zimbabwe.

2. Literature Review

This section covers the theories behind working time flexibility and insecurity and forms of working time flexibility.

2.1. Demand-Control Model

Karasek's (1979) Demand-control model conceptualizes an employee's control latitude as being determined by their workplace. Karasek and Theorell (1990) define control as employees' ability to make decisions and use their discretion at work. Control gives workers power and options to choose flexible working-time (Bakker et al., 2010; Theorell, 2003). Hence, having responsibility over assigning tasks and determining where and when they should be completed is job control (De Jonge et al., 2022; Theorell, 2003). Flexible working time arrangements give workers control over their work demands (Theorell, 2023). The fundamental component of flexible work arrangements is the employee's ability to exercise this kind of control (Hill et al., 2001). Demand control model also provides that worker's stress levels are lowered by jobs that are not overly demanding and are characterized by a high degree of control and flexible work schedules (Karasek & Theorell, 1990; Theorell & Karasek, 1996). The Demand-

control model was used by the researchers to help to unpack working time experiences of casual workers.

2.2. Border Theory

Border theory highlights the relationship between work and personal life, which are two different spheres or borders (Clark, 2000). Border theory assumes that individual oriented working time flexibility allows workers to feel more in control of their work and personal borders. Borders are also assumed to be psychological, or temporal defined by permeability and flexibility (Saungweme, 2010). Giving workers the freedom to alter borders gives them a work resource that can aid in the accumulation and maintenance of personal resources (Vodanovich et al., 2006). Work resources such as working time flexibility give employees control over their working hours and schedules and this means that workers can shift borders according to personal needs (Sarker, 2018). Furthermore, in order to create a balance between borders, workers must maintain control over them (Clark, 2000). Shaw (2021) claims that blending, permeability, and flexibility define border strength. Permeability means the degree to which other elements enter other domains (Tsen et al., 2022; Clark, 2000). Flexibility refers to the borders' capacity to grow or shrink in accordance with the demands of the domains (Peng et al., 2022; Clark, 2000). Lastly, Clark (2000) defines blending as a mixture of permeability and flexibility. Border-crossers, according to Preena (2021), are those who frequently switch between their personal and professional lives. Preena (2021) argues that an important feature of border-crossers is the flexibility to change domains and borders to suit their needs. Similarly, Clark (2000) states that working time flexibility allows border crossers to switch between domains and borders.

2.3. Conceptualization of Terms

The literature on business and management defines work flexibility in a variety of ways. For the purposes of this research, Atkinson's (1984) enterprise flexibility theory is the source of work flexibility. Flexibility in an enterprise context generally refers to an organization's capacity to adjust to both internal and external circumstances. Flexibility within comes from internal adaptation, whereas flexibility outside comes from external adaptability (Burgess, 1997; Atkinson, 1984). Four categories of flexibility identified by the Atkinson (1984) are: quantity, functional, location, and working time flexibility. Working time flexibility refers to modifying working hours and schedules in response to shifting demands and needs (Gableta, 2003; Jagoda, 2013). Location flexibility refers to the ability of employees to work outside of an organization (Jagoda, 2013). Quantity flexibility is demonstrated in employment optimization through task division or the structure

of employment contracts (Atkinson, 1984; Gableta, 2003; Jagoda 2013). Functional flexibility is utilizing employees' skills to perform a variety of tasks in response to changing organizational needs through job rotation. Working time flexibility proposed by Atkinson (1984) serves as the foundation of the current study. Jagoda (2013) states that working time flexibility involves modifying one's working hours and schedule in response to shifting demands. In a similar vein, Eaton (2018) describes work-time flexibility as an employee's autonomy over when to report for duty and depart the company to attend to other important responsibilities in their lives. Because it considers workers' preferences for managing various tasks, working time flexibility is recognized to reduce work-life conflict for casual workers (Håkansson & Isidorsson, 2003; Loscocco, 1997). Additionally, Lott (2015) contends that work-time flexibility is thought to provide people the freedom to manage their working hours in order to meet obligations outside of the workplace. On the other hand, it was observed that working time insecurity may result when workers fail to effectively manage and utilize working time flexibility (Deery & Jago, 2002). Lott (2015) grouped working time flexibility into organization-oriented flexibility and individual oriented flexibility.

2.3.1. Organisation Oriented Working Time Flexibility

Under organisation-oriented working time flexibility, employees must align their working hours to the needs of their company (Janßen and Nachreiner 2018). Employees' perceived control over the timing and length of their workdays, and consequently over the boundaries between work and personal life, is generally limited by organization-oriented working time flexibility (Wöhrmann et al., 2020). The impact of limiting employees' influence over the timing, length, and schedule of their workdays has been extensively researched (Campbell et al., 2017; Bürger & Nachreiner, 2018; Greubel et al., 2016). Furthermore, Greubel et al. (2016) discovered that working weekends and nights raises the likelihood of work-home spillover effects. Frequent changes in working hours or working time variability as per organisation's needs are recognized to have detrimental effects on employees (Vahle-Hinz and Bamberg 2009; Lott 2018; Brummelhuis and Bakker 2012).

2.3.2. Individual Oriented Working Time Flexibility

Individual oriented flexibility allows employees to choose when and how long to work by giving them autonomy over their working hours (Värlander, 2012; Dilchert & Michel, 2020). Clark's (2000) Border theory assumes that workers' perceived ability to control work and life boundaries is enhanced by individual-oriented working time flexibility. Individual oriented working time flexibility gives workers control over their work schedules and hours and can shift the boundaries

between work and home as needed (Buenaventura-Vera & Torres-Carballo, 2016). To improve their attitude and level of energy, some employees, for example, can replace their working hours with leisure activities or taking care of the young and elderly (Värlander, 2012; Höge, 2011). On the other hand, it has been noted that individual oriented working time flexibility combined with high work intensity and pressure may result in self-endangering behaviors like unhealthy working hour extensions and work-home conflict (Lott, 2017).

2.3.3. Working Time Insecurity

One type of job instability that impacts workers is working time insecurity (Cheng et al., 2021). This presents issues for workers because it manifests itself through too few or too many hours worked or as continuously fluctuating working hours (Symeonaki et al., 2019). Inadequate pay, risks to employees' health and safety, and disputes over work-life balance can all result from irregular and unpredictable working hours and schedules (ILO, 2016). Data from Australian Bureau of Statistics (2016) showed that 37% of casual workers experience working time insecurity, which can manifest as both too few and too many hours worked because there is no assurance as to how many hours they will be needed to work. Although the Zambian Employment Act, Chapter 268 specifies the standard working time for casual miners, Kumwenda's (2016) study also found that working excessively unpaid overtime hours is a common way for casual miners to face working time instability. Comparably, a 2019 survey conducted by the Australian University and College Union revealed that 45% of temporary academic employees in Australia's higher education sector report experiencing working time insecurity as a result of irregular working hours, which lowers their effective hourly rates.

2.4. Forms of Working Time Flexibility

The next section presents forms of working time flexibility arrangements

2.4.1. Flexitime

Berkery et al. (2020) define flexitime as a working time flexibility arrangement that allows employees to select their start and end times within predetermined boundaries. Under flexitime, employees choose when to work as long as they meet the requirements set forth by their company (Tamunomiebi, 2018; Matilal, 2020). Fransman (2018) identified band, core time, flexible time, banking, and schedule variability as the five components of flexitime. Morley (2020) defines a band as the time where all employees must report for duty. Flexible time is defined by Rubin (2019) as the period of time during which workers are free to come and go from the job. Additionally, Harefa (2021) argues that employees have the option to bank any extra or underutilized work hours.

Schedule flexibility enables staff members to alter their schedules without supervisors' prior consent (Wickramasinghe & Jayabandu, 2017). Researchers have shown that both the employer and the employee can gain from flextime. Workers have the freedom to change their start and end times as long as it doesn't interfere with the organization's ability to function efficiently (Galea & Rijk, 2014). In a study on the effects of flextime, Uglanavo (2018) found that employees' positive attitudes, satisfaction, engagement, loyalty, and commitment scored highly, whereas absenteeism and sick leaves, turnover intention, and loyalty scored poorly (Shagvaliyeva & Yazdanifard, 2014). It's also critical to remember that flexi-time aids employers in their HR duties of luring and keeping qualified staff.

2.4.2. Flexible Work Schedule

Timetables that are both preset, in which employees choose and adhere to daily start and finish times, are examples of flexible work schedules (Dizaho et al., 2017). Hayman (2019) states that an employer determines how many hours the employee must work each day of the week. The number of working hours is set by the employer; however, the employee chooses the flexible slot or schedule, the number of hours to work, and the starting and ending hours (Martens et al, 2019). Flexible scheduling is a tactic used by employers to attract and keep workers, which increases worker productivity and job satisfaction (Ciuhu et al., 2024).

2.4.3. Job Sharing

When two or more employees with the same job profile choose to voluntarily split the responsibilities of a single full-time employment, salaries and benefits are paid equally and in accordance with the number of hours performed (León et al., 2019). Employees in a job-sharing agreement split the burden evenly between them and collaborate to complete the task at hand (Arkin & Dobrofsky, 2022). Williamson (2018) states that workers who share a job may split up their workdays, switch up their workweeks, or even work overlapping hours. Apart from assisting workers with their time-related responsibilities, job sharing fosters collaboration and support among coworkers (Lazar et al., 2010).

2.4.4. Compressed Week

A compressed work week is a type of flexible work schedule in which an employee works longer hours in return for fewer working days throughout the workweek (Arbon, 2022; Munyon et al., 2022; Bambra, 2018). Under this working time model, the typical work week is shortened to fewer than five days, and employees work more hours every week to complete the required number of hours (Ronen, 2018). Arbon (2022) states that the most popular choices for a compressed workweek are either three 12-hour days or nine days, which translates to one

compressed day every two weeks, for the typical 70-hour bimonthly work cycle instead of the usual ten days. The employer plans the working time model and gives the employee the option to shorten workweeks during hours when he knows no workers are needed (Sundo, 2015).

Shift Work

A shift worker is someone who works on a schedule that differs from the standard 8 am–4 pm or 9 am–5 pm schedules (Pati, 2022; Harrington, 2021). Reinberg (2022) states that companies that need 24/7 coverage need shift work arrangements. Under shift work, the employer plans and decides the shift and working hours and workers only work shifts determined by the employer (Axelsson, 2018). This means that shift work and flexible work schedules are determined and scheduled by the company. There are numerous methods to work shifts, and each shift work schedule has its own set of difficulties (Heathfield, 2018). Rotating or fixed shifts are examples of shift work arrangements (Pati, 2022). Rotating shifts typically vary every week whereas fixed shifts are consistent and never change (Wright, 2019). Studies have revealed that majority of workers prefer fixed shifts since they are thought to be consistent and facilitate work-life balance (Harrington, 2021; Reinberg, 2022). One of the known drawbacks of fixed shift work is that it requires more people than rotating shift work (Corominas, 2022). Pati (2022) contends that employers must take into account the preferences of their workers as well as their health, operational requirements, and staffing demands when designing and planning shifts.

2.4.5. Annualized Hours

Under annualized hours, the employer notifies the worker of the total number of hours required to be worked in a year (Porto, 2022). The term annualized hours suggests that the employee's total hours are often added throughout a year rather than a week (Ribas, 2020; Hasan et al., 2018). Porto (2022) states that employee's real hours worked fluctuate from week to week and month to month under annualized hours. It is important to note that the employer is in charge of organizing the annualized working hours (Biebouw, 2019). Usually, businesses that have significant fluctuations in demand throughout the year use annualized hour system (Myers, 2023) An employee's annual working hours are typically split into two categories: rostered hours, which are predetermined hours, and reserve hours, which are hours when employees are called in on short notice to handle unforeseen spikes in demand (Ribas, 2020; Hasan et al., 2018). The labor agreement specifies the ratio of rostered and reserve hours; however, as job demands are frequently

erratic, employers should provide flexibility to change this ratio (Hasan et al., 2018).

3 Research Methodology

3.1 Research Approach

Researchers used a qualitative research design. Myers (2013) asserts that a qualitative approach helps researchers to understand the actions and behaviors of individuals. Curedale (2013) argues that the greatest way to develop empathy for study participants is to comprehend people's experiences from their point of view, which is the goal of the qualitative research approach. Using a qualitative study methodology, the researchers were able to explore the working time experiences of casual workers.

3.2 Research Setting

The study was conducted in Zimbabwe at a global firm that hires both local and foreign workers making the site multiethnic. The study site is conveniently located near a major road and railway line.

3.3 Population and Sampling

The study's population consists of all casual workers of the case global firm in Zimbabwe. Casual workers who were deemed suitable to participate in this study were selected using purposive sampling method. Purposive sampling was utilized in the study because it allowed the researchers to choose representative participants who had relevant expertise in line with the topic being studied.

3.4 Sample Size

Boddy (2020) states that, to achieve the goal of the study, researchers must deliberately choose research participants with relevant experience and knowledge of the issues under study. Qualitative research is generally characterized by a small sample size, ranging from one to thirty participants (Namey & Chen, 2020). However, the researchers used the data saturation concept to determine the sample size. The researchers reached data saturation after conducting ten face-to-face structured interviews. The above means that a total of ten research participants were purposively chosen by the researchers. Participants had to be casual employees of the case organization for at least seven months to be eligible to take part.

3.5 Data Collection Procedures

After giving their consent to participate in the study, research participants were called to schedule an appointment for the face to face, semi-structured interviews. Bloomberg and Volpe (2018) state that face to face interview fosters

interactivity with participants, elicits in-depth, context-rich personal accounts, perceptions and perspectives. Similarly, Clark and Vealé (2018) posit that face-to-face semi-structured interviews give researchers the opportunity to talk about subjects linked to research issues. In all, the researcher conducted interviews with ten casual workers. The lengths of the interviews varied from ten to twenty-four minutes.

3.6 Data Analysis

The data was analyzed using thematic data analysis method. Thematic data analysis is highly inductive as themes emerge from the data and are not imposed upon it by the researcher (Belotto, 2018 Akinyode & Khan, 2018; Carey 2009). The practical steps in thematic analysis, according to Assarroudi (20184), are gathering data, listing common patterns, identifying data that relates to patterns, combining relevant data into themes and sub-themes, understanding themes, and formulating a convincing argument. NVIVO software was utilized to help with information categorization, theme compilation, and final synthesis procedures.

3.7 Research Rigor

Dependability, credibility, transferability, and confirmability criteria listed by Lincoln and Guba (1994) were used by the researchers to guarantee research rigor. Research rigor is defined by Allen (2017) as the extent to which study procedures are adhered during study process. The researchers used member checks to foster the credibility of the study. The transcripts of the interviews were made available to the participants, and all errors were fixed. Detailed explanations of the research methodology ensured transferability. Researchers gave a thorough explanation of data analysis and how each theme was found in order to assure dependability. Finally, by bracketing my subjective experiences to limit any potential biases, threats to confirmability were minimized.

3.8 Ethical Considerations

The participants' privacy and safety were guaranteed by the researchers. Before the interviews, research participants were informed about the study. Interviews were conducted after consent papers from the participants to take part in the study were received. Participants were made aware that participation was entirely voluntary, that their privacy would be protected, and that they might discontinue at any time. Honesty, justice, and integrity have always come first in all of the contacts with research participants. Where research participants are quoted, pseudonyms have been used.

4. Data Analysis & Findings

4.1 Research Participants' Demographic Characteristics

The letter "W" was used to identify research participants who participated in the study. The research participants' demographic characteristics and interview length are summarized in Table 1 below.

Table 1: Participants' demographic characteristics

No.	Participant's Pseudonyms	Age	Gender	Work Experience	Qualification	Interview Length
1	WA	23	M	8months	Diploma	15mins
2	WB	25	M	21months	Diploma	16mins
3	WC	26	F	13months	Bachelor's degree	17mins
4	WD	20	M	8months	A level certificate	11mins
5	WE	29	M	10months	Bachelor's degree	10mins
6	WF	19	F	7months	O level certificate	24mins
7	WG	30	M	26months	Bachelor's degree	20mins
8	WH	32	M	30months	Bachelor's degree	21mins
9	WI	20	F	8months	O level certificate	12mins
10	WJ	21	M	23months	Diploma	14mins

Source; Author's fieldwork

Table 1 shows that males made up the bulk of research participants in this study, with over half having bachelor's degrees as their highest level of education. Most of the participants were in the 20–30 age range. The participant with the least experience had been employed by the case organization for seven months.

4.2 Presentation of Findings

The researchers posed the question: *What are your working time experiences as a casual worker?* The study’s findings show that a majority of the participants (n=7) indicated that they experience working time insecurity because of irregular work schedules, unpredictable and irregular working hours. However, a few of the research participants (n=3) expressed that they indeed had positive working time experiences because their regular and fixed shifts allowed them to balance work and non activities. Table 2 below illustrates the research participants’ response rate, theme, sub-theme and effects of subtheme.

Table 2: Sub-themes, frequency and effects of sub-themes on casual workers’ experiences

Sub-theme	Frequency	Effect
Long working hours Irregular working hours Unpredictable work schedules	7	Exhaustion and fatigue Sleeping patterns affected Injuries and accidents More work related mistakes
Regular shifts	3	Work life balance

Source: Authors’ fieldwork

Table 2 above shows that seven out of ten research participants experienced working time insecurity due to irregular and unpredictable working hours and irregular work schedules. Of the ten research participants, only three had regular shifts, which enabled them to manage their personal and professional lives.

4.3 Themes and Sub-themes

The study’s results were organized into themes and sub-themes, which emerged during thematic data analysis. The researchers categorized sub-themes into three major themes, namely long and irregular working hours, unpredictable work schedules and regular shifts. The themes and sub-themes that emerged from the study are presented in Table 3 below.

Table 3: Themes and sub-themes that emerged from the study

Themes	Sub-themes
Long and irregular working hours	Extended working hours Few working hours Lack of control over working hours
Unpredictable work schedules	Work schedules change with short notice Duty rosters keep changing time to time
Regular shifts	No split shifts Advised about shift changes in advance Shifts rarely change

Source: Author's fieldwork

Table 3 above shows sub-themes and themes that emerged from the study. The sub-themes that emerged from the study included extended working hours, few working hours, lack of control over working hours, changing work schedules, enough notice of shift changers and regular shift. The researchers classified sub-themes into three major themes, namely long and irregular working hours, unpredictable work schedules and regular shifts.

4.3.1. Theme 1: Long and Irregular Working Hours

Most research participants indicated that their working time experiences are negative. These participants indicated that they have working-time insecurity because their work is associated with long and irregular working hours. Participants' responses in this regard are shown in Table 4 below.

Table 4: Participants' responses on long and irregular working hours

Pseudonym	Responses
WA	<i>'No working time flexibility to talk about here, I work long hours with short breaks'</i>
WB	<i>'Baba pano panoshandwa zvisinganzwisisiko, dzimwe nguva munosha zuva rose nonstop and dzimwe nguva mukangoti shandei motonzi'</i>

	<i>zvakwa</i> ’ (Sometimes you work the whole day nonstop but some other days you work very few hours)
WC	<i>‘I can simply say there is no working time flexibility because I don’t have control over the number of hours I must work’</i>
WF	<i>‘kkkkkk (laughs) my brother pano panoshandwa nguva yakarebesa paday as we compare with our friends in other organizations’ (We work long hours compared to our colleagues in other companies)</i>
WH	<i>“No , I don’t enjoy working time flexibility because my working hours sometimes are very few and as you know few hours worked means meager income”</i>
WI	<i>‘Unpredictable working hours means that I am not enjoying working time flexibility’</i>

Source: Author’s fieldwork

4.3.2. Theme 2: Unpredictable Work Schedules

Apart from long and irregular working hours, WB, WC, WD and WF revealed that casual work does not give them work scheduling flexibility. These participants indicated that their work schedules change with short notice and their duty rosters keep changing time to time. The following quotes indicate the participants’ responses in respect of their work scheduling inflexibility.

- *“My guy to tell you the truth, my job does not give me work scheduling flexibility I need. My work schedule keeps changing everyday and to make matters worse you are told of the change an hour or less before the start of your duty.” (WB).*
- *“ Pakaipa, I am no longer plan according to our duty roster because they can change the duty any time” (WC)*
- *“I don’t see work scheduling flexibility. The reason being you are not involved in work scheduling and work schedules are irregular and unpredictable” (WD) and*
- *“Unpredictable work schedules makes work scheduling flexibility impossible” (WF).*

4.3.3 Theme 3: Regular Shifts

There were research participants who indicated that their working time experiences are enhanced by regular and fixed shifts. These participants stated that fixed, regular and predictable shifts allowed them to reduce work-family conflict. In this regard, WE stated:

“I am enjoying working time flexibility here, my shifts are regular and predictable and they allowed me to concentrate on my social issues when I am off shift.”

WG agreed with WE’s viewpoints. In this regard, WG said:

“No shift splits and if any you notified about the change in advance.”

This trend continued with WJ. He submitted:

“Shifts rarely change and I can attend to my personal issues without any fear of shift changes.”

5. Discussion of the Findings

This study aimed to explore working time experiences of casual works at a global firm in Zimbabwe. Research participants’ responses generated themes which are discussed below.

5.1 Long and Irregular Working Hours

A number of research participants revealed that casual work is associated with long and irregular working hours which limit their working time flexibility. These participants identified limited control over working hours, long and short working hour as factors which lead to working time insecurity. In this regard, IM6 stated; *‘Baba pano panoshandwa zvisinganzwisisiko, dzimwe nguva munosha zuva rose nonstop and dzimwe nguva mukangoti shandei motonzi zvakwana’ (Sometimes you work the whole day nonstop but some other days you work very few hours)*

The above viewpoint are supported by Symeonaki (2019), who argues that working time insecurity manifests itself through too few or too many hours worked or as continuously fluctuating working hours. Similarly, International labour organization (2016) showed that inadequate pay, risks to employees' health and safety, and disputes over work-life balance can all result from irregular working hours and schedules. Data from Australian Bureau of Statistics (2016) also showed that 37% of casual workers experience working time insecurity, which can manifest as both too few and too many hours worked because there is no assurance as to how many hours they will be needed to work.

5.2 Unpredictable Work Schedules

The second theme that emerged from the results was unpredictable work schedules. Research participants revealed that their work schedules always changes and are given short notices of the changes. In this regard, WB remarked: *“My guy to tell you the truth, my job does not give me work scheduling flexibility I need. My work schedule keeps changing everyday and to make matters worse you are told of the change an hour or less before you duty starts.”*

Mahboob (2021), who contends that few casual workers are granted flexible work schedules despite an increase in the usage of flexible working arrangements, supports the aforementioned. Supporting the above is a study by Eurofound (2015) which showed that only one third of workers in Europe have reported to have control over their working. Furthermore, a number of scholars argue that flexible working time arrangements can negatively affect employees’ general well-being when work schedules and hours does not fit the worker’s preferred timings (Petersen, 2023; Bezovski et al., 2021; Johnson et al., 2020; Keliher, 2019).

5.3 Regular Shifts

Conversely, a few of the research participants seemed to have working time flexibility through regular shifts. For note is WE, who has this to say; *“I am enjoying working time flexibility through regular shifts, my shifts are regular and predictable, and they allowed me to concentrate on my social issues when I am off shift.”*

The research conducted by Harrington (2021) is supported by the quotes above. Harrington’s (2021) study showed that most workers prefer regular shifts because they enable them to manage work and leisure time. Likewise, Uglanavo (2018) discovered a favorable correlation between regular and fixed shifts and workers' optimistic dispositions, contentment, involvement, allegiance, and dedication. Similarly, a study by Shagvaliyeva & Yazdanifard (2014) showed that regular and fixed shifts reduce absenteeism and turnover intention among workers.

5.4 Contribution of the Study

The study adds to the disciplines of human resources management and industrial psychology theoretically, methodologically, and practically. Extensive research and theories of working time flexibility have been developed in the first world nations (Karasek, 1979; Clark, 2000; Atkinson, 1984; Edwards, 1996). However, little is known about working time experiences of casual workers in Zimbabwe. This study is unique and has provided distinctive theoretical contributions, new themes concerning working time flexibility from a developing nation perspective. From a methodological standpoint, it seems that the majority of

studies that deal with working time experiences of casual work have been conducted in the global north, utilizing quantitative approaches. The qualitative research approach used in this study contributes methodologically to the fields of industrial psychology and human resource management. Practically speaking, a variety of organizations and human resource management players would gain from the study. The study is useful to human resource professionals because they can identify barriers that hinder casual workers from enjoying working time flexibility and developing strategies to reduce working time insecurity. Researchers in subject area should carry out similar and longitudinal research in Zimbabwe with other organizations that were not included in this study.

5.5 Limitations and Direction for Future Studies

This study had its own limitations. The study used a small sample size, which makes it difficult to generalize the study's findings. The sample size consists of casual workers only which may not provide a complete representation of the entire working population. A small sample size of casual workers only may not produce results that represent majority of the study's target population. The research design used by researchers is another source of flaw in the current study. Qualitative research design did not provide data that can be quantified to give statistically significance. Future research that conducts comparable studies should employ larger samples in order to address the aforementioned limitations. Future researchers are also recommended to use mixed or quantitative research designs when conducting research related to the current study.

6. Conclusion

The rapid increase in the utilization of non-standard forms of work has sparked concerns about work-life interference and work flexibility. It was found that a number of atypical workers accept casual work to enjoy working time flexibility which comes with these forms of work. However, some other studies discovered that casual employment did not provide casual workers with the desired flexibility in their working hours and work schedules. Similarly, it was observed that most employers design and organize flexible working time arrangements around their desires not casual workers' desire and preferences. The study's findings were in line with the viewpoints expressed above. The study's findings show that most casual workers at the case global firm in Zimbabwe experience working time insecurity. The two main factors identified by most of the participants in this regard include irregular work schedules, long and unpredictable working hours. Only a few research participants at global firm in Zimbabwe

indicated that casual work provided them with working time flexibility which comes through regular and predictable shifts. Hence, it can be said that casual workers at the case global firm in Zimbabwe experience working time insecurity. The study recommends that managers should adopt and utilize appropriate flexible working time arrangements to improve the experiences of casual workers at the case organization.

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Author's Contributions

All authors listed have made a substantial, direct, and intellectual contribution to the work and approved it for publication.

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Conflicts of Interest

The authors declare no conflict of interest.

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INFLUENCE OF HUMAN RESOURCE MANAGEMENT (HRM) ON EMPLOYEE JOB PERFORMANCE: EVIDENCE FROM FEDERAL UNIVERSITIES IN SOUTH WEST, NIGERIA

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Abstract

In the dynamic landscape of Nigerian universities, the effective Human Resources Management (HRM) plays a pivotal role in ensuring institutional growth, productivity, and overall excellence. Hence, this study investigated influence of HRM focusing of human resource planning and performance appraisal on employee job performance in Federal Universities in South West, Nigeria. The study adopted a descriptive survey design. The target population of the study was sixteen thousand three hundred and four (16,304), all academic, non-academic, senior and junior staff of the four Federal Universities in South-West, Nigeria. The simple random, proportionate and stratified sampling techniques were used to select three thousand two hundred and sixty (3,260) respondents. The study made use of adapted two research instruments titled “Human Resource Management Questionnaire (HRMQ) and Employee Performance Scale (EPS)”. While the validity of the instrument was determined by expert in Test and Measurement, reliability of the instrument was established using test and retest method with Cronbach Alpha value of 0.68. The three (3) research questions raised in this study were answered with

descriptive statistics and two (2) hypotheses formulated were analysed with inferential statistics. The study found high level of human resource planning, performance appraisal and employee job performance of academic staff in the target Universities. The study recommended that among others, that the human resource management should be improved to motivate employee for a better service delivery; an appropriate human resources planning and performance appraisal policy that will enhance employee job performance should be put in place and implemented into the letter.

Keywords: *human resource management, human resource planning, performance appraisal and employee job performance.*

JEL Classification: *J24, M12, M54, I23*

Background to the Study

University education is the highest level of education that supports students to achieve knowledge and skills. The essence of University education is to equip the recipients with the necessary skills, talents, knowledge, ability, and opportunity to become a responsible person in the society after graduation. A fundamental requisite to make this happen is to ensure global best practices in the service delivery of University academic and non-academic staff. University institution is a community of scholars and researchers, who are keen on improving the quality of existing knowledge or recreating, as well as, reinterpreting existing social, cultural, economic, scientific or technological findings. The most valuable asset of a University institution is its employees because; they play a pivotal role in helping University institutions to achieve their mandates (Kolade, 2021). The level of employee job performance is determined by the level of job proficiency resulting from exposure to human resource planning and performance appraisal obtainable in the University (Adedipe, & Adeleke, 2019).

Employee Job Performance

Job performance is the successful completion of tasks by a selected individual as set and measured by a supervisor or organisation, to pre-defined acceptable standards while efficiently and effectively utilizing available resources within an organisation. So employee job performance is associated with quantity of output, quality of output, timeliness of output, presence / attendance on the job, efficiency of the work completed and effectiveness of work completed (Relly, 2017). In the

same vein, employee performance may be taken in the perspective of three factors which makes possible to perform better than others, determinants of performance may be such as declarative knowledge, procedural knowledge and motivation (Fapohunda, 2022). Generally, employee job performance is normally looked at in terms of outcomes. Adedipe, and Adeleke (2019) state that employee performance represents the general belief of the employee about his behaviour and contributions in the success of organisation. The level of employee job performance is determined by the level of job proficiency resulting from appropriate to human resource management (human resource planning and performance appraisal obtainable in organisations) Adedipe, & Adeleke, 2019).

Human Resources Management

Human Resource Management is a new approach to management of personnel which attempts to obtain competitive advantage through highly committed and skilled workforce. (Collins, 2019). This new approach focuses on employees as an important resource for the organisation. One of the key contributing factors to the success of an organisation is considering as human resource management practices where it extends to a strategic plan to manage and motivate employees (McKenna & Beech, 1995 cited in Oyeniyi 2019). Human Resource Management is both a business practice and an academic theory that focuses on developing strategic plans to manage a workforce in an organisation so it could create a competitive advantage in the market (Schuler & MacMillan, 1984 cited in Khan, & Abdullah, 2019).

More so, human resource management refers to the activities, practices and systems of an organisation that have to do with recruitment, selection, training, appraisal, and motivation that influence employees in term of behavior, attitudes, and performance. Issues relating to people such as compensation, hiring, performance management, organisation development, safety, wellness, benefits, employee motivation, communication, administration, and training are dealt with in Human Resources Management (Zhao & Zhou, 2020). Human Resource Management plays important role in helping an organisation to gain competitive advantage apart from recruiting (Ojeleye, 2017). The organisations are placing their efforts on the practices of HRM to gain competitive advantage. According to Nakauka (2018), However, this study shall limit its scope to two aspects of Human Resource Management practices, namely, human resource planning and performance appraisal.

Human Resources Planning

Human resources planning is the link between organisation's overall strategy and the role of human resource management in the organisation. The strategic plan shows human resources management how to attract, recruit, train and maintain human resources. (Al Salem, 2018). Human resource planning is generally defined as the process that identifies the number of employees a company requires in terms of high quality and quantity, hence it is seen as an ongoing process of regular and structured planning. The main purpose of human resource planning is to make sure that employees have best level of interaction with their jobs. Also, this planning process confirms that employees are in right number as required i.e. there is neither a surplus of manpower nor a shortage. The three fundamental functions of human resource planning include: (a). labor forecast, (b) managing demand for employees and available supply in market and (c) keeping a balance between labor supply and demand predictions.

The main objective of human resource or work force planning in any organisation is to set up a specific strategy for the purpose of human resources development that fit organisation's goals. The planning seeks to define ends and means for performing organisational goal which involves attracting and engaging number of people required with appropriate skills, expertise and competencies otherwise known as recruitment and selection. Accordingly, the planning seeks to address the following questions.

In order to gain competitive advantage over the competitors, Gould (1984) cited in (Edebor 2019) explained that different advantageous ways are found out using strategic human resource functions, thus showing that these functions play a critical role in making a company competitive. Dwevedi (2012) cited in Edebor (2019) describes planning for future balance by comparing the number of employees needed to the number of present employees who can be expected to stay with the organisation. He posited further that a project manager should give more time to the human resources experts to work on that

Performance Appraisal

Another important aspect of Human Resource Management practices is performance appraisal. Performance appraisal is one of the core functions of Human Resource Management. The concept of Performance appraisal has been defined by various authors. Kolade (2022) defines it as a continuous managerial process of reaching judgments about staff's previous and present performance based on the work situation and on its future potential for the organisation. It is a

management tool used to measure, monitor and control staff performance as a proof to stakeholders that management is efficient. Bratton and Gold (2012) cited in Barney (2018) add that it is a process whereby information is processed for decisions on improving performance, identifying training needs, managing careers and setting levels of rewards.

Performance appraisal also means evaluating an employee's current and/or past performance relative to his or her performance standards (Dessler, 2013 cited in Kolawole, Elegwa and Alice (202). Dessler states that performance appraisal is typically conducted as a formal, discrete event once or twice in a year for two reasons: (1) to assist with administrative decisions like promotions and pay raises, and (2) to assist in employee's development by identifying training opportunities and areas for improvement. A well designed system of performance appraisal will go a long way in identifying employee training and development needs.

Statement of the Problem

In the dynamic landscape of Nigerian universities, the effective HRM plays a pivotal role in ensuring institutional growth, productivity, and overall excellence. Specifically, human resource planning and performance appraisal are two critical components that contribute significantly to the development and enhancement of employee job performance. However, despite the recognized importance of HRM, Nigerian Universities face a myriad of challenges in optimizing the job performance of their employees, with human resource planning and performance appraisal emerging as focal points of concern. There is a noticeable gap in the understanding of how these practices are currently implemented, coordinated, and integrated within the academic institutions. Meanwhile, despite the recognition of the importance of human resource planning and performance appraisal, there is a noticeable dearth of empirical studies that comprehensively analyze the current state of these practices within Nigerian Universities and their collective influence on employee job performance. Addressing this research gap is imperative for fostering a deeper understanding of the challenges and opportunities in human resource management within the higher education sector in Nigeria. It is in the light of the foregoing that this study investigated HRM (human resource planning and performance appraisal) on employee JOB performance in Federal Universities in South West, Nigeria.

Human Resources Management and Employee Job Performance--- Theoretical Perspective

Intellectual Capital Theory

The concept of intellectual capital has topped the management agenda in recent years. Human capital are now recognized to account for only a fraction of an organization's wealth. The rest of that wealth is bound up in the knowledge, skills, abilities and intellect of the people of the organization, and their willingness and ability to apply them in the pursuit of organizational goals (Armstrong, 2010 cited in Oyeniyi, 2020). The theory of intellectual capital is closely related to what human resource management practices attempts to achieve in terms of building and maintaining the human capital resources required by the firm (Bridger, 2014). It also encompasses the development of structure to ensure that people work effectively together and that they exchange relevant information and ideas and make the best use of the resources of knowledge possessed by the organization (Boxall & Purcell, 2015). Intellectual capital consists of the stocks and flows of knowledge, ability, skill and competencies available to an organization (Ojeleye,2017). These can be regarded as intangible resources which together with tangible resources (money and physical assets) comprise the market or total value generating processes of a firm and are under its control. Human resource capital is the object of knowledge management systems as organizations strives to find better ways to capture, store and use knowledge effectively (Carins, 2009 cited in Akinremi & Adedeji, 2019). The relevance of the theory is that it brought into fore importance of HRM to employee performance, organizations therefore need to incorporate suitable a human resource planning and performance appraisal policy to their organisations' priorities.

Human Resources Management and Employee Job Performance --- Empirical Analysis

Several empirical studies have been carried on the nexus of human resource planning, performance appraisal and employee performance in Nigerian tertiary institutions, few of them will be reviewed here so as to properly situate this study in the context of existing and related ones. Ogunshina (2020) investigated the impact of human resources management practices on employee performance in banking industry in Lagos State Nigeria. Data was gathered through five point-likert scale self-questionnaires by considering a sample of 80 managers and deputy manager from 40 banks were analyzed. HRM practices i.e. Employee Compensation (EC) and Employee Planning (EP) were taken as independent

variable. Descriptive statistics and inferential statistics were applied by using SPSS. The study results demonstrated that a HRM practice i.e. EC and EP have positive and statistically significant impact on employees' performance in banks in Lagos State Nigeria. Thus the findings of this study contribute greatly in the body of academia in conjunction with offer implications for the HRM policymaking machinery. Based upon the finding, this study recommends that banks industry can foster their employees' commitment and performance by fan-tuning HRM practices.

Ibrahim (2019) examined the influence of human resources management practice on employees' performance in Federal Universities in North Central geographical zone, Nigeria. Descriptive survey research design was employed which allows the researcher to achieve greater control of the study and to improve the validity of the study by examining the research problem. The target population included all the staff in selected Federal Universities in the zone with a sample of 125 employees. Structured questionnaire was used as the main primary data collection instrument while secondary data was obtained from literature developed by scholars. The instrument was tested for validity and reliability before it was used for data collection. The data collected was filtered, coded and analysed using SPSS. A regression model was used to establish the relevant relationships. The findings of the study showed that most of the respondents agreed that human resources management practices have contributed to employee performance in Federal universities in the study area. The findings also showed that most of the respondents strongly agreed that employee training has contributed to employee performance in Federal Universities in the study area. It was also established that most respondents strongly agreed that good compensation and reward have contributed to employee performance. The study recommends that Federal universities should adhere all the guidelines stipulated in the human resources management practices to enhance employee performance and productivity.

Alao (2021) examined the relationship between human resources planning and staff commitment and productivity sustenance as an imperative role of governance towards attaining performance in private university in Ogun state. Population of the study was 356 while computed sample size was 188. Analysis of the data was through simple linear regression. Findings revealed that employee commitment had significant influence on job satisfaction ($F(4, 179) = 63.528, p < 0.05, \text{Adj. } R^2 = 0.577$) indicating a strong link between human resources planning, employee commitment, productivity and organisation performance attributable to good working conditions, job content, proactive response of managers and

innovativeness. The study concluded that the understanding of managers' roles in governance is apt for continuous organisational performance.

The study of Shammot (2019), presents an empirical investigation of the effect of human resource planning on employee performance in Nigerian Insurance Industry. This study was motivated by the need to solve the problem of high employee turnover in Nigerian Insurance Industry. Hence, the study was conducted to (1) determine the nature of relationship between human resources planning and employee commitment and performance in Nigerian Insurance Industry and (2) to ascertain the extent of correlation between Human Resource Planning and employee performance in Nigerian Insurance Industry. A Sample size of 250 was determined from the population of 785 drawn from Management and staff of selected firms from insurance industry using Taro Yamene's formula. The data collection was by questionnaire structured in five point Likert scale. The study concluded from the result as confirmed by the survey that there was significant effect human resource planning on employee performance in Nigerian Insurance Industry.

Kolawole et. al. (2020) investigated the influence of performance appraisal and performance appraisal feedback on the employee engagement among workers in South-West Nigeria. The study adopted descriptive research approach. Respondents were sampled from employees of one State University, wire industries, and oil and gas sector in Osun State capital, Nigeria. Stratified and simple random sampling techniques were used to select 250 respondents. Questionnaire was used for data collection. Only 139 (54.51%) questionnaires were found useful for the analysis. Descriptive statistics, correlation and regression analyses were used for the data analysis. The study found out that performance appraisal had positive significant influence on employee engagement but the relationship between performance appraisal feedback and employee engagement was found to be statistically insignificant. Tenure was found to moderate the influence on the relationship. Based on the findings, the study concluded that employee tenure was an important moderator in the relationship between performance appraisal, performance appraisal feedback and employee engagement. The paper recommended that Human Resource Managers should pay more attention to the employee metrics in implementing Human resource policies.

Dorcas and Millicent (2018) examined the impact of Performance Appraisal System (PAS) on staff commitment in tertiary institutions in Ghana. The study adopted the exploratory research design, using a sample of 138 administrative staff working with tertiary institutions. The study found that management of the

institutions does not involve the staff in the design of the appraisal. More so, it was found that the current performance appraisal practices implemented in the tertiary institutions did not motivate the staff to give their best towards the achievement of the goals and objectives of the institution because there were no implications on the outcome. In relation to improving Performance Appraisal System in tertiary institutions, it was thus recommended that management should provide feedback to staff on the outcome of the appraisal and also introduce reward system.

Objectives of the Study

The general objective of this study is to investigate the influence of human resource management (human resource planning and performance appraisal) on employee job performance in Federal Universities in South-West, Nigeria. The specific objectives determined were:

1. the level of human resource planning in Federal Universities in South-West, Nigeria;
2. the extent of performance appraisal in Federal Universities in South-West, Nigeria; and
3. the joint and relative contributions of human resource planning and performance appraisal on employee job performance in Federal Universities in South-West, Nigeria.

Research Questions

The following research questions were raised and answered in this study

1. What is the level of human resource planning in Federal Universities in South-West, Nigeria?
2. To what extent of performance appraisal in Federal Universities in South-West, Nigeria?
3. What is the level of employee performance in Federal Universities in South-West, Nigeria?

Research Hypotheses

The following research hypotheses were formulated and tested at 0.05 level of significance

H₀₁: There is no significant joint contribution of training and development and compensation management to employee performance in Federal universities in South west Nigeria.

Ho₂ There is no significant relative contribution of training and development and compensation management to employee performance in Federal Universities in South west Nigeria.

Methodology

This study investigated the influence of management resource management practices on employee performance in Federal Universities in South-West, Nigeria. The target population of the study was sixteen thousand three hundred and four (16,304), all academic, non-academic, senior and junior staff of the four Federal Universities in South-West, Nigeria. The study made use of a descriptive survey research design. The simple random, proportionate and stratified sampling techniques were used to select three thousand two hundred and sixty (3,260) respondents. The study made use of adapted two research instruments titled “Human Resource Management Questionnaire” (HRMQ). The instrument has three sections (A and B). Section A contains socio-biographic information of the respondents, such as, name of institution; age, marital status, gender, educational qualifications and working experience. Sections B each with ten items were used to collect data on human resource planning and Section C is on performance appraisal. The second instrument, Employee Performance Scale (EPS) with ten items was used to collect data on employee job performance. The questionnaire contained was subjected to 4 Likert-type of scale. While the validity of the instrument was determined by expert in Test and Measurement, reliability of the instrument was established using trial test method with Cronbach Alpha value of 0.68. The three (3) research questions raised in this study were answered with descriptive statistics and two (2) hypotheses formulated were analysed with inferential statistics at 0.05 level of significance using Statistical Packages of Social Science (SPSS) and the result were presented with tables.

Answering of Research Questions

1. What is the level of human resource planning in Federal Universities in South-West, Nigeria?

Table 1: Human Resources Planning in Federal Universities

Items	Mean	Std	Remarks
	In this institution, human resource planning has a separate department/unit.	3.42	0.71
Been found to be most effective way of meeting the institution’s goals	3.29	0.82	High
Help in determining the type and quality of human resources needed in the future	3.21	0.72	High
Helped to put the right worker in the right place.	3.17	0.64	High
Facilitated staff’s developmental process	3.16	0.50	High
Offered opportunities for staff retention	3.14	0.78	High
Fostered staff’s job performance improvement	3.04	0.71	High
Facilitator is a clear job description for all workers	3.02	0.89	High
Create opportunities for staff career developmental process	2.89	0.71	High
Influenced staff’s job commitment	2.88	0.95	High
Pooled	3.12		High

Table 1 presented the level of Human Resources Planning in Federal Universities. Items that are in the range of $2.50 \leq \bar{x} \leq 3.49$ were also regarded of having high influence; all the identified items were in this range. The table further indicates a pooled mean of 3.12 which fall in the region of $2.50 \leq \bar{x} \leq 3.49$. This analysis implied that the level of human resources planning in Federal universities as indicated by the respondents in the sampled Federal university across the south western states of Nigeria was high.

Table 2: Performance Appraisal in Federal Universities

Items			Remarks
	Mean	Std	
Is fair and honest	3.14	0.716	High
Provides immediate feedback	3.27	0.564	High
Provides a constructive feedback	3.16	0.781	High
Has facilitated effective monitoring employees' performance	3.09	0.713	High
Is a true test of employee's ability	3.32	0.556	High
Has positively affects my job performance	3.07	0.739	High
Has fostered my satisfaction with my line manager rating of my performance appraisal	3.15	0.82	High
Is used as a decision making tool for increasing the performance and set promotion standards	3.18	0.786	High
provides me with information regarding how well I have performed in relation to the desired goal	2.99	1.492	High
Pooled	3.15		High

Table 2 presented the level of Performance Appraisal in Federal Universities. Items that are in the range of $2.50 \leq \bar{x} \leq 3.49$ were also regarded of having high influence; all the identified items were in this range. The table further indicates a pooled mean of 3.15 which fall in the region of $2.50 \leq \bar{x} \leq 3.49$. This analysis implied that the level of Performance Appraisal in Federal universities as indicated by the respondents in the sampled Federal university across the south western states of Nigeria was high.

Employee Job Performance	Mean	STD	Remark
The staff complete work within the time allotted	3.21	0.494	High
The staff perform competently without pressure from the HOD	3.14	0.417	High
Staff show a lot of concern of seeing that they complete their day's work.	3.13	0.391	High
The staff actively participate in work meetings	3.12	0.351	High
The staff work effectively without complaining.	3.11	0.413	High
The staff work diligently	3.11	0.32	High
The staff are capable of attending to other responsibilities assigned	3.10	0.317	High
The staff report on duty early and leave very late.	3.09	0.375	High
The staff actively look for ways of improving performance at work	3.08	0.404	High
The work are assigned in accordance with the staff's capabilities	3.07	0.369	High
Giving more responsibility and increasing the authorization for	3.05	0.3	High
The staff performances have continually improved	3.04	0.457	High
The staff can work without supervision	3.04	0.196	High
The staff is regular and punctual at work	3.03	0.48	High
The staff take on extra responsibilities without complaining when situation demands	2.97	0.424	High
The staff work overtime to complete tasks when situation demands	2.95	0.291	High
The staff find duties full of meaning and purpose.	2.94	0.458	High
The staff work strictly with instruction	2.93	0.394	High
The staff attend to work with speed and accuracy	2.85	0.593	High
The staff are able to perform work well with minimal time and efforts	2.80	0.638	High
Pooled	3.04		High

Table 4.9 presented the level of employee job performance in Federal Universities. Majority of the items were in the range of $2.50 \leq \bar{x} \leq 3.49$ were regarded of having high level of employee job performance.

Testing of Research Hypotheses

Ho₁: There is no significant joint contribution of human resource planning and performance appraisal to employee job performance in Federal Universities in South west Nigeria.

Table 4: The Joint Contribution of Human Resource Planning and Performance Appraisal in Federal Universities in South West Nigeria.

Source of variation	Sum of Squares	Df	Mean Square	F-Ratio	P
Regression	4314.733	2.	2619.261	47.288	.003 ^b
Residual	61760.770	1021	22.977		
Total	50218.575	1023			
R = 0.332; Multiple R = 0.127; Multiple R ² (Adjusted) = 0.235; Stand error estimate = 3.214					

a. Dependent Variable: Employee job performance

b. Predictors: (Constant) Human resource planning and performance appraisal

The results in Table 4 indicated that with all the predictor variables (human resource planning and performance appraisal) in the regression model jointly predicted employee job performance ($R = .0.332$; $R^2 = .0127$; $Adj. R^2 = .235$; $F_{(1, 023)} = 47.288$; $p < .05$). This showed that all the predictor variables accounted for 23.5% of the variance in employee retention. The null hypothesis which stated that there is no significant joint contribution of human resource planning and performance appraisal to employee job performance was rejected by this finding. This implies that there is a significant joint contribution of human resource planning and performance appraisal to employee job performance in Federal Universities in South West Nigeria.

Hypothesis Two: There is no significant relative contribution of human resource planning and performance appraisal to employee job performance in Federal Universities in South West Nigeria.

Table: 5 Relative contribution Of Human Resource Planning and Performance Appraisal To Employee Job Performance in Federal Universities in South West Nigeria

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	Beta	Std. Error	Beta		
(Constant)	12.351	3.211	0.222	7.211	.000
Human resource planning	.138	.018	.135	5.231	.003
Performance Appraisal	.065	.017	.181	3.105	.000
a. Dependent Variable: Employee Job Performance					

The results in Table 4.3 revealed the strength of causation of the predictor variable on the criterion variable. The most potent predictor of employee job performance in Federal Universities in South West Nigeria is performance appraisal ($\beta = .181$; $t = 7.211$; $p = .000$), and lastly by human resource planning ($\beta = .135$; $t = 3.105$; $p = .000$) in the prediction of employee job performance. The hypothesis of no significant relative contribution of human resource planning and performance appraisal to employee job performance in Federal Universities in South West Nigeria was rejected by this finding. This implies that there is a significant relative contribution of human resource planning and performance appraisal to employee job performance in Federal Universities in South West Nigeria. The results revealed the strength of causation of the predictor variables on the criterion variable. The most potent predictor of employee job performance was performance appraisal (18.1%) followed by training and development (.13.2%).

Discussion of Findings

This study explored the influence of HRM (human resource planning and performance appraisal on employee job performance) in Federal Universities in South West Nigeria. From the empirical results of the research questions concerning the level of employee job performance, it was discovered that, level of human resource planning, performance appraisal and employee job performance in Federal Universities South West Nigeria was a high. This was supported by the finding of Ogunshina (2020). Also the finding on high level of human resource planning and performance appraisal was corroborated by the findings of Alao (2021) and Kolawole et. al. (2020). So also, the finding of this study on the significance influence of human resource planning and performance appraisal on employee performance was affirmed by Dorcas and Millicient (2018). The

possible explanation for this outcome is that human resource planning and performance appraisal were seen as positive, fulfilling, work-related state of mind that is characterized by the effective performance management of employee towards a better performance towards achieving the objectives of the

Conclusion

The study investigated the influence of human resource management (human resource planning and performance appraisal) on employee job performance in Federal Universities in the South West, Nigeria. Based on the results from the data gathered and analysed it was discovered that human resource management (human resource planning and performance appraisal) was high. And also, there were significant relative and joint contributions of human resource planning and performance appraisal to employee performance in Federal Universities in the South West, Nigeria.

Recommendations

Based on the findings of the study, it was recommended that:

1. The human resource management should be improved to motivate employee for a better service delivery;
2. Appropriate human resources planning and performance appraisal policy that will enhance employee job performance should be put in place and implemented into the letter;
3. The management of the institutions should be fair in employee performance appraisal; and
4. Staff should be made to benefit from development programmes following performance appraisal and the training need assessment aspect of performance appraisal.

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THE INFLUENCE OF IGBO CULTURAL PRACTICES ON EMPLOYEE RECRUITMENT BY FAMILY OWNED BUSINESSES IN SOUTHEAST, NIGERIA

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Abstract

The study examined the influence of Igbo cultural practices on employee recruitment by family owned businesses in southeast, Nigeria. The objectives of the study are; to find out the Igbo cultural factors that affect the recruitment of family owned business in Southeastern East; to examine the consequences of these cultural factors on the growth of family owned business and to discover solutions that will enhance maximum productivity and efficiency of family owned businesses through proper recruitment process. Descriptive survey method was adopted in order to examine the effect of these cultural practices, 25 family business owners operating their business in Ogbete Main Market were conveniently sampled, and assessed with questionnaire and informal interview was equally carried out. Findings from the study revealed that some family business owners in southeastern, Nigeria consider some factors, preferably; Igbo language, kinship, religion and tribe. Reasons provided were

that they can easily identify with their kinsmen, communicate with them in vernacular and establish cordial relationship with their employees. Also, it was equally found that these cultural factors have no negative effect or influence on their business, rather it contribute positively towards the growth of their businesses. However, it was recommended that family business owners should employ individuals based on their skills and qualifications rather than their state of origin, tribe, language and religion. In summary, this study has contributed immensely to the knowledge of family business management, administration and practices.

Keywords: *IGBO cultural practices, recruitment, southeast*

JEL Classification: *J15, M12, L26, Z10, M53*

Introduction

Recruitment is an essential determinant of organizations' success and (Tanova, 2003). The survivability and profitability of an organization are dependent on the quality of its employees (Wickramasinghe, 2006). Taylor (2006), defined recruitment as an event that attracts pool of applicants who intend to be employed by an organization from which qualified candidates are selected. Although, there are series of activities and processes, yet, organizations should showcase fairness and diversity in their operations. Previous studies have evinced the relevance of recruitment practices to business growth. (Tanova, 2003).

Ahmad and Schroeder (2002), suggested that the first step to ensure the achievement of organizations, is to ensure that employees possess the right qualifications and requirements, thus; effective recruitment practice mitigates labour turnover and improves employee self-esteem (Bonn and Forbinger, 1992; Lee et al., 1999). Ayoade (2000), postulated that subjecting employment, promotion and appointment to the Federal character usually segregates against meritocracy. This results in the employment of ineffectual people in the labour force which will automatically lead to under performance (Gberevbie, 2010). This condition is mostly predominant in Nigerian public sector. In Nigeria, employment discrimination has not been properly tackled because of the quota system that is still enshrined in our constitution, especially in the public sector (Fajana et al., 2011).

Fatiregun (1992) sees recruitment as the process, which involves; job analysis, vacancy announcement, prospective candidates' application and the recruitment

proper. Recruiting for Mathis and Jackson (1997), is the process of attracting a pool of qualified applicants for available jobs in an organization. Balogun (1980) defined recruitment or employment as the process by which personnel or human resources are made available in an organization through appointment by the human resource personnel, especially in public organisation. Nwankwo (1988) conceived recruitment as a process, which involves; fixing the right applicants for the job position in an organization. While Abah (1997) defined recruitment as the act of sourcing, analyzing, obtaining commitment from, selecting, placing and inducting new employees to fill positions required for the successful performance of the organization. For him, the recruitment process involves seeking and attracting the right people from the pool of candidates who applied for the job vacancies, from which they were selected. According to Cole (2002), the main purpose of recruitment exercise is to attract sufficient and qualified employees to fill up the vacancies in the organization.

The Nigeria federal character principle highlighted the equal representation of people from different geopolitical regions of the country based on merit, political consideration and government discretion. This seemed to be a fable considering the problems that employees face in the labour market. One of the problems found within the public sector is discrimination against gender equality. Even though women make up for the greater number of Nigerian population, only a few are employed and allowed to attain senior management positions (Adekeye, 2008). This continuous practice of recruiting men into senior management positions is seen as enthrone patriarchy over female employees in the public sector. But, Nigeria is a multi-ethnic society with varieties in politics, economic, age and socio-cultural variables. These variables greatly influence the human resources management practices in the country thus, there is need to create awareness on these issues.

The quality of an organization's personnel is one of the determining factors of how the organization is going to be successful in terms of realizing its set objectives of increased productivity, performance and effectiveness. One of the most efficient ways of ensuring high standard of performance in any organization is through recruitment and selection of qualified and competent candidates. According to Warton (1994) a well planned employment exercise and selection of qualified staff will result to increase in productivity, reduce supervision, heightened morale, efficiency, improved organizational stability, effectiveness and flexibility. He opined that continued training can equally aid employees to develop the ability to acclimatize themselves to new work methods, learn how to use various kinds of

equipment and adjust to major changes in job content and work relationship. Despite the relevance of recruitment and selection to the achievement of organization's objectives, previous studies have evinced that candidates are not only recruited on merit bases but also on non-merit criteria in most family-owned businesses, in Southeastern, Nigeria.

The nature of recruitment and selection of employees in the family owned business especially in developing countries like Nigeria has not been well articulated to ensure recruitment and selection policy. This is why scholars like Ezeani (2004) and Onah (2003) contended that the general inefficiency, ineffectiveness and declining productivity in the Nigerian public service are likely to be caused by inadequate recruitment and selection procedures in employment of workers and lack of clear human resource objectives. More so, there is currently little or no study on the influence of Igbo cultural practices in the selection process of employees; it is on this premise that is study is founded.

Objectives

Thus, this study intends to investigate into the influence of Igbo cultural practices on the recruitment of employees in family-owned business . It is therefore in view of the foregoing that the study tends to:

1. Examine the Igbo cultural factors that affect the recruitment of family owned business in Southeastern East
2. Explore the consequences of these factors on the growth of family owned business
3. Proffer solutions that can harness these factors towards enhancing maximum productivity and efficiency of family owned businesses

Literature Review

The Concept of Recruitment

Zweig (1991) defines recruitment and selection as the laid down procedures of an organization uses to select candidates who have the abilities and potentials relevant for the enterprise especially with the aim of achieving its objectives. In addition, Kuntz and Donnel (1980) defined recruitment as attracting qualified candidates to fill up any vacancies that exist in an organization. According to them, it is a process of choosing from among the candidates. It goes further to highlight three aspects of recruitment that must be conceived while recruiting officers, namely the recruitment requirement, organizational policies, procedures and organizational image. Recruitment is more than just filling up current vacancies. It

aims at obtaining requisite personnel and building a strong organization with efficient team work. Therefore, it could be asserted that the family owned businesses in Nigeria evolved in an atmosphere of suspicion and hostility and therefore, alienated from their kith and kin in the society. The situation led to the ethnic discrimination in most family-owned businesses in Nigeria, For instance, the Northernization policy was introduced to discriminate against the non-northern Nigerians but rather considered the foreign experts into the northern civil service and other privately owned enterprises. In recent years there has been a marked decline in efficiency, selection and recruitment within the civil service. It has lost grip of its traditional roles and has not been able to work out satisfactory programme of action for effective implementation.

The Nigerian Perspective

Nigeria has the largest population in Africa with an estimate of about 160 million people thus; it is blessed with abundant human resources. Its natural endowment in oil attracts investors from across the globe and it is gradually adapting into the global business environment. Globalization has impacted HRM practices because it demands that organizations conform to global standards of operations (Fajana et al., 2011). But increase in globalization further enhances the diversity of the work place. Recruitment in Nigeria is governed by the Nigerian Labour Act of 1974 and also the 1999 constitution of the Federal Republic of Nigeria hence, section 14 (3) states that the composition of the government of the federation or any of its agencies and the conduct of its affairs shall be carried out in such a manner as to reflect the Federal Character of Nigeria and the need to promote national unity. And also, to command national loyalty by ensuring that there shall be no predominance of persons from a few states or from a few ethnic or other sectional groups in that government or in any of its agencies. The significance of the Federal Character Principle cannot be overemphasized but some human rights activists believe that it is a mere euphemism for balancing ethnic dichotomy (Bodunrin, 1989; Ayoade, 2000 in Fajana et al., 2011). But in Most family – owned enterprises in failed to adopt the principles of Federal Character and inclusiveness in their recruitment process, they prefer to employ individuals based on their tribes, religion and most times political inclination.

Public and Private Sectors Recruitment Practices In Nigeria

Similarities and differences occur in the recruitment practices in both the public and private sectors which are reflected in the methods, budget, organization culture, skills and knowledge requirement. The public sector is characterized by an aging workforce (Greenfield, 2007) thus, there is need to recruit others to replace

the retiring workers. All public organizations are mandated by the Federal Character Principle (FCP) of 2003 and Quota System Policy (QSP), to recruit employees according to the national diversity legislation. In the public sector, equality in recruitments is marred by personal interests such as preference by management, ethnic and social class influences (Fajana, 2009). The private sector is more rigid in applying best HRM practices to ensure that only credible candidates are recruited into vacant positions. The public sector is highly unionized towards protecting employees' rights. The private sector has not witnessed a high participation in workers union in the private sector (Fajana et al., 2011), that is the reason why most of family-owned businesses escape the from impunities they perpetrated against employees. However, these trade unions could be used as forums to identify and discuss issues not only concerning work relations but also issues of an effective recruitment process such as diversity. The similarities between the public and private sector is seen in their struggle to manage equality and diversity.

Human Capital theory

This was proposed Adam Smith (1723-1790) in Teixeira (2002) has the central idea that people are fixed capitals just like machine because they have skills and useful abilities that has genuine cost and yields profits. The premise in the human capital theory, according to Armstrong (2006) is that people and their collective skills, abilities and experience, coupled with their ability to deploy these in the interests of the employing organization, are now recognized as making a significant contribution to organizational success and also constituting a significant source of competitive advantage. The basic concept of Human Capital Theory is that investments in individuals can be mathematically measured based on the economic value they are able to contribute to society. Human capital is often subdivided into categories such as cultural capital, social capital, economic capital, and symbolic capital. Human capital is developed in many ways. Economic capital is typically measured by the ability to perform labor which results in economic value. Education, job training, and marketable talents are all ways in which humans increase their ability to acquire knowledge and generate higher wages. Social capital and cultural capital refer to the relationships and influence individuals contribute to society. Although social, cultural, and symbolic capital are very difficult to measure, understanding their existence and value is still vital. Each type of human capital is important and the combination of all types generates total human capital. Thus, it is evident that most family business owners in Nigeria, rely on social and cultural capital during recruitment exercise, rather than economic capital.

Methodology

The mixed methodology approach was adopted in this study drawing data from both secondary and primary sources in examining the influence of Igbo cultural practices on the recruitment of employees by family-owned business. Firstly, a qualitative method, which involves the adoption of content analytical approach was used to review existing literature, related studies and research trend on recruitment processes by family owned businesses. This research method enabled the researcher to gain in-depth knowledge on the trends on some Igbo cultural practices that influence recruitment processes in Nigeria.

Secondly, a quantitative method, which will include cross-sectional mini-survey research design, was equally employed and carried out within Southeastern region in Nigeria, were 25 employees conveniently sampled for the study. Questionnaires that assess respondents’ opinion on some cultural practices that influence recruitment of employees by family owned business. 25 traders and entrepreneurs operating their business in Ogbete Main Market Enugu, were selected conveniently for the study.

Findings

The data generated from the mini survey was subjected to statistical analysis using; statistical package for social sciences (SPSS) software version 22, frequency count and simple percentage were the statistical tool employed in analyzing the data generated. Below is the result as gotten from SPSS.

Data Presentation

The following tables present the bio-details and responses of the African immigrants sampled for the study;

Table 1 Gender

	Frequency	Percent
Male	16	65.0
Female	9	35.0
Total	25	100.0

The above table evinced that 65 percent of the respondents were males, while 35 percent of them were females

Table 2 Marital Status

	Frequency	Percent
Single	11	45.0
Married	14	55.0
Total	25	100.0

Among the participants that were sampled for the study, 45 percent of them are single, while 55 percent of the participants are married.

Table 3 **Business Type**

	Frequency	Percent
Boutiques	9	30.0
Confectionaries (Provisions)	6	25.0
General Merchandise	10	45.0
Total	25	100.0

The above table shows the business type that respondents that participated in the study operate, 30 percent of the respondents operate Boutiques, 25 percent of the respondents sell confectionaries, while 45 percent of the respondents are into general merchandise.

Table 4 **Educational Qualification**

	Frequency	Percent
B.Sc.	5	23.3
M.Sc.	18	63.3
Ph.D	2	13.3
Total	25	100.0

The above table reveals that 23 percent of the respondents are B.Sc. holders, 63 percents are M.Sc. holders, while 13 percent of the respondents are philosophical doctors in their respective academic fields.

Table 5 **Age**

	Frequency	Percent
25 – 30	10	43.0
31 – 40	14	48.0
41 and above	1	8.0
Total	25	100.0

The above table evince that 67 percent of the respondents are between the age bracket of 25 – 30 years, 27 percent of the respondents are between the age bracket of 31 – 40 years, while 7 percent are above 40 years.

Table 6 Number of Employees

	Frequency	Percent
0 – 5	7	22.0
6 – 10	5	14.0
10 and above	13	64.0
Total	25	100.0

The above table evinced that 22 percent of the respondents have less than 5 employees managing their businesses, 14 percent of the respondents have 6 to 10 employees in their custody, while 64 percent of the respondents have over 10 employees working in their various shops in Ogbete.

Table 7 Relationship with Employees

	Frequency	Percent
Kinship	6	25.0
Religion	5	20.0
Tribe	5	20.0
None	9	35.0
Total	25	100.0

Field Survey, 2023

The above table evinced that 25 percents of the respondents are related by blood, 20 percent shows that they share same faith with their employees, 20 percent are related by tribe, and 35 percent of the respondents have no tie with their employees.

Perception on Igbo Cultural Practices that Influence Family-owned Businesses

This section shows the respondents opinion on Igbo Cultural Practices that Influence Family-owned Businesses.

Table 8

Are you satisfied with you current employees?				
	Frequency	Percent	Valid Percent	Cumulative Percent
Yes	16	55.0	55.0	55.0
No	9	45.0	45.0	100.0
Total	25	100.0	100.0	

Field Study, 2023

When participants were asked whether they are satisfied with their current employees, 45 percent responded in affirmation, while the remaining 55 percent stated they are not satisfied with the crop of employees they have. Majority of the respondents raised the issues, such as lack of seriousness in the business, dishonesty and mismanagement.

Table 9

Which of the following factors did you consider before recruiting your employees?				
	Frequency	Percent	Valid Percent	Cumulative Percent
Language	12	45.0	45.0	45.0
Competence	10	40.0	40.0	85.0
Gender	3	15.0	15.0	100.0
Total	25	100.0	100.0	

Field Study, 2023

When respondents were asked which of the following factors they considered before recruiting their employees, 45 percent stated that they considered language, preferably Igbo which according to them, is essential for communication with customers. 40 percent of the respondents pay more attention to competence, which for them is more important to the survivability of their businesses. While, the remaining 15 percent of the respondents consider gender, preferably female, because they are more malleable and well mannered than their male counterparts, according to their opinion.

Table 10

Which area have your employees contributed significantly?				
	Frequency	Percent	Valid Percent	Cumulative Percent
Management	17	75.0	75.0	75.0
Customer relations	6	18.0	18.0	95.0
Productivity	2	7.0	7.0	100.0
Total	25	100.0	100.0	

Field Study, 2023

When respondents were asked the area their employees have contributed significantly, 75 percent of the respondents stated that their employees have contributed significantly in effective management of their businesses. 18 percent of the respondents claimed that they have helped maintained the customer relationship

and equally built on the customer base, while 7 percent of the respondents stipulated that they have contributed significantly to the productivity of their businesses.

Table 10

Have you ever considered whether your employees are part of Osu Caste System?				
	Frequency	Percent	Valid Percent	Cumulative Percent
Most times	7	30.0	30.0	30.0
Sometimes	6	25.0	25.0	55.0
Never	12	45.0	45.0	100.0
Total	25	100.0	100.0	

Field Study, 2023

When respondents were asked whether they have ever considered if their employees are part of Osu Caste System, 30 percent of the respondents attested to have cared most times, reasons; being that it goes against their cultural and traditional norms and beliefs. 25 percent stated that they consider it sometimes, although it does not affect their belief, while 45 percent of the respondents stated not to put that into consideration at all.

Table 10

Generally, do you consider Igbo cultural practices during recruitment exercises?				
	Frequency	Percent	Valid Percent	Cumulative Percent
Most times	4	15.0	15.0	20.0
Sometimes	6	30.0	30.0	45.0
Never	15	55.0	55.0	100.0
Total	25	100.0	100.0	

Field Study, 2023

When asked if they consider Igbo cultural practices during recruitment exercises, 15 percent of the respondents stated that they consider Igbo cultural practices during recruitment exercises most times, 30 percent stated that they do consider the practices sometimes, that why they asked about the applicant’s place of origin and traditional belief, while 55 percent of the respondents stated that they do not consider the Igbo cultural practices during recruitment exercises.

Discussion

The study examined the influence of Igbo cultural practices on employees’ recruitment by family owned business, research have shown that some employees

are considered or discriminated based on their race, tribe, religion and gender, thus, making it impossible for many to get employed to their dream jobs. In Nigerian public service, the constitution made provisions the principle of Federal Character and Quota system, in order to create room for national integration and inclusivity in recruitment processes into the public service. Unfortunately, successive government have failed to abide by these principles and rather adopt one-sided recruitment approach, which gives more chances to a particular tribe and religion than the other ethnic groups and religion that made up Nigeria, thus, creating division, disunity and social deprivation.

The private sector, which family-owned businesses are inclusive, is not left out, as some of the owners, managers and entrepreneurs in this sector, engage in ethnic and religious profiling of job applicants before selecting their choice candidate. Also, some family owned businesses assess job applicants along cultural line before consideration. In order to confirm this assertion, a cross sectional survey study was carried out among family business owners, entrepreneurs and managers operating their businesses in Ogbete Main market Enugu. The idea is to analyze and discover if they consider Igbo cultural practices when conducting their recruitment exercises; The responses from the respondents will be discussed under the research questions formulated for this study;

1. What are the Igbo cultural factors that affect the recruitment of family owned business in Southeastern East?

From the responses garnered from the survey, it is evident that family business owners and managers consider; kinship, language, tribe and religion as some crucial factors before recruitment. Reasons being the owners prefer employing someone from their kindred, who they know his or her root (place of origin), than a stranger they know nothing about. Also, the language factor plays a critical role according to some of the respondents, it enable them to understand and interact with their customers, who are predominantly Igbo, and equally enables effective customer relationship management. The issue of religion is paramount to many, as some prefer selecting employees from their religious denomination, due to uniformity in belief system. Furthermore, some of the respondents equally consider the Osu caste system, and traditional history of the applicants, though not that necessary, yet they still consider it.

2. What are the consequences of these factors on the growth of family owned business?

Surprisingly, respondents who employed for the study, attested positive outcome from the recruitment process, as can be witnessed in the management,

customer relations management and productivity recorded in their various businesses. Thus, it can be inferred that these cultural factors as regards to language, kinship, religion and tribe play a positive significant role in the growth and progress of businesses in Southeastern Nigeria. though, some of the respondents complained of laziness, non-challant attitude of some of the employees.

Recommendations

Though the study encountered no challenges posed by Igbo cultural practices on family owned business, but it was discovered in the research that there exist a gap in this research area. Most studies have failed to explore empirically the correlation between Igbo cultural practices and family owned businesses. Therefore the following recommendations are proffered for subsequent research;

- i. Subsequent studies should consider expanding the sample size in order to get more reliable and valid result in their analysis, as one cannot make predictions with the outcome of this study.
- ii. Researchers should consider other cultural factors in their studies, so as to understand if they have any significant influence on the recruitment processes in Southeastern Nigeria
- iii. A comparative study is relevant in order to compare the influence of cultural practices between southeast and other regions in Africa.

In conclusion, recruiters in Southeastern region, consider some relevant cultural factors that might impede the growth of their business. Also, they are more comfortable working with their kinsmen or tribesmen who can speak their language, as they consider it safe, convenient and relevant business wise. Also, it will be more considerate that family business owners employ individuals based on their skills and qualifications rather than their state of origin, tribe, language and religion. Thus, the study has contributed immensely to the body of knowledge, theories and practices in family business management, administrations and human resource ethics

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TALENT MANAGEMENT STRATEGIES AND THE PROBLEMS OF EMPLOYEES' JOB PERFORMANCE AT WORKPLACES: ISSUES AND PROSPECTS

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Abstract

This comprehensive review explores the intricate relationship between talent management strategies and the problem of employee performance in workplaces. By synthesizing existing literature and empirical evidence, the review sheds light on the multifaceted challenges organizations face in managing talent effectively while ensuring optimal employee performance. Key topics examined include recruitment and selection practices, onboarding and training initiatives, performance management systems, career development opportunities, recognition and rewards programs, communication channels, and work-life balance initiatives. Through a critical analysis of these areas, the review offers insights into the complexities of talent management and identifies potential solutions to enhance organizational performance. By providing a holistic overview of talent management strategies and their impact on employee performance, this review aims to inform HR practitioners, organizational leaders, and scholars about best practices and areas for further research. Introduction: In today's competitive business landscape, organizations recognize the critical importance of effectively managing talent to drive performance and achieve strategic objectives. However, despite the implementation of various talent management strategies, organizations continue to grapple with challenges related to employee performance in the workplace. This necessitates a comprehensive review to examine the underlying factors influencing talent management effectiveness and their impact on employee performance outcomes. This review aims to explore the intricate interplay between talent management strategies and the problem of employee performance, providing a nuanced understanding of key issues and potential solutions. By synthesizing existing research and empirical evidence, this review seeks to contribute to the growing body of knowledge in the field of human resource management and offer practical insights for HR practitioners and organizational leaders.

Keywords: *talent management strategies, employees job performance, problems, and prospects*

JEL Classification: *L1*

Introduction

In the intricate tapestry of evolving economic landscape, the effective management of talent stands as a linchpin for organizational success. Recent literature underscores the critical role that talent management strategies play in shaping the performance outcomes of employees within workplaces. Abdullahi et al (2022) delved into the nuanced relationship between talent management practices and employee engagement, highlighting the pivotal mediating role that work engagement plays in enhancing job performance. Furthermore, insights gleaned from the research conducted by Omotunde and Alegebeleye (2021)), shed light on the unique challenges and opportunities encountered within the higher education sector. Their findings underscore the significance of tailored talent management approaches in driving performance outcomes within this context. These recent contributions underscore the pressing need for a nuanced understanding of talent management strategies and their implications for employee job performance within the business landscape. Against the backdrop of economic dynamism and global competitiveness, organizations face mounting pressure to optimize their human capital strategies to remain agile and resilient in the face of change (Okumu, 2023).

This introduction sets the stage for a comprehensive exploration of the issues, prospects, and potential solutions surrounding talent management strategies and employees' job performance within workplaces. Through a synthesis of recent literature and empirical insights, this study aims to provide valuable insights and actionable recommendations for organizations seeking to navigate the complexities of talent management in ever-evolving business environment.

Understanding Talent Management in Workplaces

Understanding talent management in workplaces requires a nuanced examination of the multifaceted challenges and opportunities inherent in this context. Recent authors have provided valuable insights into the intricacies of talent management across organizations. For instance, Aremo and Olanipekun (2022), delve into the relationship between talent management practices and organizational performance. Their research offers valuable insights into how firms can leverage talent management strategies to enhance their competitiveness and achieve sustainable growth

Similarly, the work of Akinremi and Adedeji (2021), sheds light on the specific dynamics of talent management within the banking sector. Published in the International Journal of Productivity and Performance Management, their study highlights the critical role of talent management practices in driving employee performance and organizational success within this key industry. Kadiri (2017) conducted a study titled “Talent Management Practices and Employee Engagement: A Study of Selected Organizations,” published in the International Journal of Business and Management, explored the relationship between talent management practices and employee engagement. Their research provides insights into how organizations can foster greater employee commitment and motivation through effective talent management strategies.

Ile et al (2023), in their study “Talent Management Practices and Organizational Performance of state owned universities of South-East published in British International Journal of Business and Marketing Research, investigated the impact of talent management practices on organizational performance. Their findings contribute to a deeper understanding of how firms can leverage talent management initiatives to achieve strategic objectives and improve competitiveness. Alhammadi (2023), conducted a study titled The Influence of Talent Management Techniques on Employee Performance published in journal for Reattach Therapy and Developmental Diversities, examined the relationship between talent management practices and employees’ job satisfaction within the

banking sector. Their research sheds light on the factors influencing employee satisfaction and retention in this critical industry.

By synthesizing insights from these recent authors and others, a comprehensive understanding of talent management in workplaces emerges, encompassing themes of recruitment, training and development, performance management, and retention. Talent management in workplaces involves the strategic acquisition, development, engagement, and retention of skilled individuals to drive organizational success.

1. Acquisition: Talent acquisition involves sourcing and attracting candidates with the right skills and competencies to fill critical roles. This includes effective recruitment strategies and leveraging various channels such as job boards, social media, and professional networks (Ibidun et al, 2016).

2. Development: Developing talent in workplaces entails providing training, mentoring, and coaching programs to enhance employees' skills, capabilities, and potential for growth. This may include both formal and informal learning opportunities tailored to individual and organizational needs (Ayinuola & Olowookere, 2018).

3. Engagement: Employee engagement involves fostering a positive work culture, promoting open communication, and recognizing employees' contributions to create a sense of belonging and commitment. This may include initiatives such as employee feedback mechanisms, team-building activities, and rewards and recognition programs (Ogunyemi & Onaga, 2019).

4. Retention: Talent retention requires addressing factors such as competitive compensation, career development opportunities, work-life balance, and a supportive organizational culture to reduce turnover and retain top performers. This may involve implementing retention strategies such as performance-based incentives, career progression pathways, and employee wellness programs. (Ali, 2023).

5. Succession Planning: In many workplaces, succession planning is crucial for ensuring continuity and sustainability. It involves identifying and developing high-potential employees to fill key leadership positions in the future. Effective

succession planning helps organizations mitigate the risk of talent gaps and leadership shortages (Obisi, Samuel & Ilesanmi, 2020).

6. Diversity and Inclusion: Many workplaces are increasingly recognizing the importance of diversity and inclusion in talent management. Embracing diversity in terms of gender, ethnicity, age, and background fosters innovation, creativity, and a broader perspective. Inclusive practices promote a sense of belonging and equitable opportunities for all employees. (Akintoye, 2019).

7. Technology Integration: With the digital transformation sweeping across industries, workplaces are leveraging technology in talent management processes. This includes the use of applicant tracking systems (ATS), learning management systems (LMS), and performance management software to streamline recruitment, training, and performance evaluation. Technology integration enhances efficiency, accuracy, and accessibility in talent management practices. (Onyeji & Aigbavboa, 2018)

8. Ethical Considerations: Ethical considerations play a significant role in talent management practices in workplaces. Organizations are expected to uphold ethical standards in recruitment, promotion, compensation, and treatment of employees. Ethical lapses can damage reputation, trust, and employee morale, leading to talent attrition and organizational instability. (Amah, 2017)

By considering these aspects, organizations can develop robust talent management strategies that align with their business objectives and foster sustainable growth and competitiveness. Overall, talent management in workplaces involves a holistic approach to attracting, developing, engaging, and retaining talent to drive organizational effectiveness and achieve strategic objectives.

Literature Review

Concept of Talent Management

The concept of talent management encompasses a range of practices aimed at attracting, developing, and retaining skilled individuals within organizations. Recent authors have provided valuable insights into the nuances of talent

management: Ahuja and Tandon (2019), defined talent management as “the systematic attraction, identification, development, engagement/retention, and deployment of those individuals who are of particular value to an organization.” Their definition highlights the strategic and integrated nature of talent management practices. Cappelli and Keller (2014), provided a comprehensive overview of talent management, defining it as “an organizational commitment to ensure that the right people with the right skills are in the right place at the right time.” Their definition emphasizes the strategic alignment of talent management with organizational goals and objectives.

Ansar and Baloch (2018), discussed talent management as “the systematic process of attracting, identifying, developing, engaging, retaining, and deploying individuals with the potential to contribute to organizational success.” Their definition emphasizes the holistic and ongoing nature of talent management practices. Tetik and Halil (2021), defined talent management as “a systematic and strategic approach to attracting, developing, and retaining highly capable individuals to meet current and future organizational needs.” Their definition emphasizes the strategic nature of talent management and its focus on long-term organizational sustainability. Evans et al, (2019), defined talent management as “the systematic attraction, identification, development, engagement, retention, and deployment of individuals who are of value to an organization.” The definition emphasizes the strategic alignment of talent management with organizational objectives and outcomes

In essence, talent management is a comprehensive and proactive process that focuses on nurturing the potential of individuals, fostering their growth, and strategically aligning their skills with the evolving needs of the organization (SHRM, 2022). In the views of Onwuka et al. (2020), talent management is a multifaceted organizational strategy designed to identify, attract, develop, and retain individuals with exceptional skills and potential within a company. Onwuka et al. (2020) assert further talent management involves activities such as workforce planning, competency mapping, career development, and

performance management, all aimed at ensuring that an organization has the right people in the right roles at the right time.

According to Vaiman et al. (2021), “Talent management refers to the set of HR processes designed to attract, develop, motivate, and retain high-performing individuals who possess the skills and competencies critical for organizational success. It involves the systematic identification of talent gaps, targeted recruitment efforts, personalized development plans, and initiatives to enhance employee engagement and loyalty.”

At its core, talent management seeks to create a conducive environment where employees are empowered to reach their full potential and contribute meaningfully to the organization’s mission and vision. This entails robust recruitment processes to attract top talent, comprehensive training and development programs to enhance skill sets and capabilities, effective performance management systems to monitor progress and provide feedback, and succession planning initiatives to ensure a pipeline of future leaders.

In today’s dynamic and competitive business landscape, talent management has become increasingly vital for organizations to maintain a competitive edge and adapt to evolving market trends and challenges. By investing in their people and fostering a culture of continuous learning and growth, organizations can position themselves for long-term success and sustainability.”

Human Resource Planning

The term planning is used in so many different ways that there is often confusion about what people actually mean when they talk about planning or when they use the words such plans and planner. Moreover, many of its uses are so broad that the basic elements of planning are difficult to identify, and it cannot easily be distinguished from related activities such as policy-making or plan implementation. Seyi, Daniel and Fehintolu (2021) defined planning as a continuous process which involves decisions or choices about alternative ways of using available resources, with the aim of achieving particular goal sometime in

the future. According to Nyerere (1969) cited in (Robison, 2019), planning involves making decisions about which of a number of courses of action to adopt in order words, making choices. Olonade, Omotoye and Olalemi (2023) posit that there is a necessity to establish and execute a robust and strategic human resource planning framework in order to harness the optimal talent within the workforce and improve organisational efficacy.

According to Wright (2020), “Human resource planning involves the systematic assessment of an organization’s current and future human resource needs and the development of strategies to ensure that the organization has the right people in place to achieve its objectives.” In the book “Human Resource Planning: Solutions to Key Business Issues Selected Articles” edited by Schweiger (2013), various authors delve into the importance of human resource planning in addressing key business challenges and driving organizational success. Arthur (2020), defines human resource planning as “the process of systematically reviewing human resource requirements to ensure that the organization has the required number of employees with the necessary skills to meet its strategic objectives.”

Sharma et al. (2022) describes human resource planning as “a proactive approach to managing an organization’s human capital by assessing current workforce capabilities, predicting future needs, and implementing strategies to address gaps between the two.” Hung (2022), stated that human resource planning involves “the systematic identification and analysis of current and future human resource needs to ensure that the organization has the right people in the right roles at the right time.”

Recruitment and Selection

The concept of recruitment has been discussed and explained by different authors. Newell (2023), says recruitment is a process of attracting suitable candidates for the selection process. Proper employment planning and forecasting can lead to successful recruitment. Recruiting include finding required job skill as well as matching personal chemistry to company culture and it will be the front line

of offense in creating a comprehensive team that brings out the best in each member (Hayes 2019). Breaugh (2024), describes recruitment as “the process of generating a pool of qualified candidates for a particular job” and selection as “the process of choosing the most suitable candidate from that pool.” Huang (2022), “Recruitment involves activities designed to attract a qualified pool of job applicants,” while “Selection involves choosing the best candidate or candidates for a job from the available applicant pool.” Budhwar and Mellahi (2023), In their edited book, discussed various aspects of recruitment and selection, including best practices, challenges, and emerging trends, providing insights into the importance of these processes in talent acquisition and organizational success.

Employee Development

Employee development refers to the process of enhancing the skills, knowledge, abilities, and competencies of employees to improve their performance, productivity, and career progression within an organization. Here’s a definition with citations: Arthur (2020), defines employee development as “the ongoing process of providing employees with opportunities to acquire new skills, knowledge, and experiences that enable them to grow both personally and professionally within the organization.” Dachner et al (2021), describes employee development as “a systematic effort by organizations to provide employees with learning opportunities to acquire or enhance job-related skills, knowledge, and competencies.”

Rothwell, and Bakhshandeh (2022), define employee development as “the process of increasing employees’ capacities to contribute to organizational success through planned learning activities and experiences.” Cascio and Boudreau (2021), define employee development as “the deliberate effort by organizations to enhance employees’ skills, knowledge, and abilities through training, education, mentoring, and other learning opportunities to improve job performance and prepare them for future roles and responsibilities.” Ahmed et al. (2024), defined employee development as a process that involves systematically providing employees with

experiences, learning opportunities, and feedback to facilitate their growth, mastery of job-related competencies, and career advancement within the organization.

Employee development is decisive by the personal development that occurs overtime depending on the experienced gained but also on the specific legislation (Chirimbu, 2022).

Compensation Management

Compensation is an integral part of talent management which helps in motivating the employees and improving organizational effectiveness. Compensation management involves the strategic planning, implementation, and administration of a company's compensation policies and practices to ensure fair and competitive pay for employees. Compensation management is defined as “the process of designing and administering compensation programs to attract, retain, and motivate employees while ensuring internal equity and external competitiveness.” Compensation, variously called incentive variable, has become an increasingly important technique of retaining a committed employee for an outstanding performance (Odunayo, 2022). Myani et al. (2023), in their study of relationship between motivation and job satisfaction says there is a direct correlation between compensation management and employees' job performance

According to Orakwe (2021), compensation can be defined as all financial and a non-financial benefits the organization provides for its employees to attract qualified human resources and to maintain what is available in the organization. The impact of compensation and benefits on employee performance and organizational effectiveness depends on the existing compensation and performance management programs at an individual company (Vogireddy, 2020). The best people are most often drawn to the companies that pay the most and offer the best opportunity for advancement (Vogireddy, 2020). Compensation management involves “the systematic approach to providing monetary and non-monetary rewards to employees in exchange for their work and contributions to the organization, with the goal of attracting, retaining, and motivating talent while

ensuring equitable and competitive compensation practices.” (Martocchio, 2023). There is a link between total compensation management and employees’ job performance (Egbewole et.al, 2021). Their study concluded that awareness of the total compensation package of employees will help management to ensure that they create avenues for employees to get abreast with the policies and compensation packages.

Performance Appraisal

Performance appraisal, also known as performance evaluation or performance review, is the systematic process of assessing and evaluating an employee’s job performance against predetermined goals, objectives, and standards. Performance appraisal is defined as “the formal process of evaluating an employee’s job performance and providing feedback to the employee, typically on an annual or periodic basis, with the aim of identifying strengths, areas for improvement, and developmental needs (Murphy& Denisi, 2023). Olonade et al., (2021) posited that management need to give more attention to workers for high job performance and low defiant work behaviour that could lead to employee’s turnover intention.

Brethower et al., (2022) described Performance appraisal as “a systematic and periodic process that assesses an individual employee’s job performance and productivity in relation to pre-established criteria and organizational objectives, with the purpose of providing feedback, coaching, and making decisions regarding promotions, compensation, and development opportunities.” Performance appraisal is essential as it gives updates on the performance of the employees; it identifies training needs and come up with plans for employee development (Ameen & Baharom, 2019).

Kolawole, Elegwa & Alice (2019) states that performance appraisal has been defined as typically conducted as a formal, discrete event once or twice in a year for two reasons: (1) to assist with administrative decisions like promotions and pay raises, and (2) to assist in employee’s development by identifying training opportunities and areas for improvement. A well designed system of performance

appraisal will go a long way in identifying employee training and development needs. According to Akintayo et al., (2020), the duration of the employee performance appraisal depends on the type of assessment, whether formative or summative, usually, annually, or periodically as may be determined by the management of the organization. Also, according to Guest (2017), performance appraisal is the systematic way of evaluating the standard of workers performance. Thus, performance appraisal is one of the practices used in the organization to evaluate and rate an employee's performance for a particular job.

Employee Retention

Employee retention refers to an organization's capacity to retain its workforce by implementing strategies aimed at reducing turnover and retaining top talent. (Alharthy& Yusof, 2022). Employee retention encompasses the continuous effort of an organization to create a workplace culture that fosters a sense of belonging, provides opportunities for professional growth and development, recognizes and rewards employee contributions, and maintains open communication channels to address concerns and grievances(Naim& Lenka, 2018). "Effective employee retention involves not only addressing compensation and benefits but also focusing on intangible factors such as job satisfaction, work-life balance, career advancement opportunities, and alignment with organizational values and goals (Naim& Lenka, 2018).

Ayantunji et al (2020) argued that if an organisation's retention rate is high, it encourages prospective employees to join the company. Financial and non-financial rewards policies, such as remuneration, compensation, recognition, promotion and fringe benefits, supervisors' support, etc., are commonly retention strategies for controlling employees' turnover intentions and job performance. Masindi et al., (2023) posited that employees 'overall happiness with their colleagues, supervisors, and customers is associated with a decrease in their intention to leave the company, indicating a higher likelihood of retention.

Learning about factors that influence staff retention and ways of improving it, can help organizations avoid the inconvenience of high attrition. The employee's job satisfaction and retention are main factors for the success and survival of any firm. No one can measure the level of satisfaction an individual get why he performs his work. But there are factors which directly or indirectly affect satisfaction level of employees at workplace. Organizations that constitute work environment that attract, motivate and retain talented employees will be better positioned to succeed in today's competitive business world that demands quality and cost-efficiency (Iraabor, 2019).

Impact of Talent Management Strategies On Employee Job Performance

1. Acquisition of Talent: Effective talent acquisition strategies, including thorough recruitment processes and targeted sourcing techniques, ensure that organizations attract individuals with the right skills and qualifications for the job. By bringing in top talent, organizations set a foundation for high job performance from the outset.

2. Development and Training: Talent management strategies that prioritize employee development through training programs, skill-building workshops, and career development opportunities enhance employees' capabilities and competencies. This investment in continuous learning equips employees with the skills they need to perform their jobs effectively and adapt to evolving demands.

3. Performance Management: Robust performance management systems, which include setting clear performance expectations, providing regular feedback, and conducting fair evaluations, help employees understand how their contributions align with organizational goals. By clarifying expectations and providing feedback, talent management strategies support employees in maximizing their job performance.

4. Recognition and Rewards: Talent management strategies that recognize and reward high performance reinforce desired behaviors and outcomes. Recognition programs, monetary incentives, promotions, and other forms of acknowledgment

motivate employees to maintain or improve their job performance and contribute positively to organizational success.

5. **Retention and Engagement:** Talent management strategies that focus on employee engagement and retention contribute to sustained job performance. By creating a positive work environment, fostering a sense of belonging, and providing opportunities for growth and advancement, organizations can keep employees motivated and committed to delivering their best performance.

6. **Succession Planning:** Talent management strategies that include succession planning ensure that there is a pipeline of skilled employees ready to step into key roles when needed. By identifying and developing high-potential employees, organizations mitigate the risk of talent gaps and disruptions in job performance due to turnover or unexpected departures.

7. **Alignment with Organizational Goals:** Effective talent management strategies ensure that employees' skills and efforts are aligned with organizational objectives. By clearly communicating company goals and values, talent management helps employees understand their roles in contributing to overall success, leading to greater focus and dedication in job performance.

8. **Employee Morale and Satisfaction:** Talent management strategies that prioritize employee well-being, work-life balance, and job satisfaction positively impact job performance. Satisfied and motivated employees are more likely to exhibit higher levels of productivity, creativity, and commitment to their work.

9. **Reduction in Turnover:** Talent management strategies aimed at retaining top talent reduce turnover rates, thereby minimizing disruptions in job performance caused by employee departures. Stable workforces foster continuity, knowledge retention, and consistent performance across teams and departments.

10. **Adaptability and Innovation:** Talent management strategies that promote a culture of learning, experimentation, and innovation empower employees to adapt to change and explore new ways of doing things. This adaptability and creativity contribute to improved job performance by enabling employees to tackle challenges effectively and drive continuous improvement.

11. Customer Satisfaction and Business Results: Ultimately, the impact of talent management strategies on employee job performance is reflected in customer satisfaction and business outcomes. Engaged, skilled employees who consistently deliver high-quality work contribute to positive customer experiences, brand reputation, and financial performance.

12. Feedback and Continuous Improvement: Talent management strategies that prioritize ongoing feedback, coaching, and performance reviews enable employees to identify areas for improvement and take proactive steps to enhance their job performance. This culture of continuous learning and development fosters growth and excellence among employees.

Overall, the impact of talent management strategies on employee job performance is profound, as these strategies directly influence the skills, motivation, engagement, and retention of employees, all of which are critical factors in achieving organizational objectives and maintaining competitiveness in the marketplace.

Challenges Facing Talent Management in Workplaces

In the context of Workplaces, there are several challenges related to talent management strategies and their impact on employees' job performance in workplaces. These challenges stem from various factors, including economic, cultural, and organizational constraints.

1. **Limited Resources:** Many organizations in face resource constraints, which can hinder their ability to implement comprehensive talent management strategies. Limited budgets for recruitment, training, and development initiatives may result in inadequate investment in employee development, affecting job performance.

2. **Skills Mismatch:** There is often a disconnect between the skills demanded by employers and those possessed by job seekers. This skills mismatch can lead to difficulties in finding qualified candidates for available positions, impacting job performance due to gaps in required competencies.

3. High Turnover Rates: Employee turnover is a prevalent issue in many workplaces, which can disrupt operations and affect job performance. Factors contributing to high turnover include inadequate career development opportunities, limited upward mobility, and dissatisfaction with compensation and benefits.

4. Cultural Dynamics: Cultural factors, such as hierarchical structures, power distance, and communication norms, can impact talent management practices and job performance in workplaces. Traditional management styles may hinder employee autonomy, innovation, and collaboration, affecting overall productivity.

5. Infrastructure Challenges: Inadequate infrastructure, such as unreliable electricity supply, limited internet connectivity, and poor transportation networks, can pose logistical challenges for talent management initiatives, including remote work arrangements, virtual training programs, and talent sourcing efforts.

6. Corruption and Nepotism: Corruption and nepotism are pervasive issues in workplaces, affecting talent management practices and job performance. Employees may feel demotivated and disengaged if they perceive that promotions and opportunities for advancement are based on factors other than merit.

7. Political Instability and Economic Uncertainty: Political instability and economic uncertainty can create an unstable business environment, impacting talent management strategies and employees' job performance. Fluctuations in the economy, policy changes, and geopolitical tensions can undermine organizational stability and growth.

Overall, while challenges exist, there are prospects for addressing issues related to talent management strategies and employees' job performance in workplaces

The Prospects of Talent Management Strategies in Workplaces

Organizations can explore cost-effective talent management solutions, such as leveraging technology for training and development programs, partnering with educational institutions for skill-building initiatives, and implementing targeted recruitment strategies to optimize resource allocation. To address the skills gap, organizations can invest in training programs tailored to the specific needs of the

workforce and collaborate with educational institutions to align curriculum with industry requirements. Additionally, promoting lifelong learning and upskilling among employees can help bridge skill deficiencies.

Also, Organizations can improve retention efforts by offering competitive compensation packages, implementing career development programs, and fostering a supportive work environment that values employee well-being and growth. Regular feedback and recognition also play a crucial role in enhancing employee engagement and reducing turnover. Organizations can promote a culture of transparency, trust, and open communication to overcome cultural barriers and empower employees to contribute effectively. Adopting participatory decision-making processes and encouraging feedback from all levels of the organization can foster a more inclusive and collaborative work environment. Furthermore, while infrastructure challenges persist, organizations can leverage technology solutions and alternative work arrangements to mitigate operational disruptions. Investing in backup power systems, utilizing cloud-based platforms for remote work, and optimizing transportation logistics can help overcome infrastructure limitations.

Conclusion

Overall, the prospects of talent management strategies positively impacting employee job performance in workplaces are promising. By investing in talent development, fostering employee engagement, and aligning strategies with organizational objectives, organizations can create a conducive environment for employees to thrive and excel in their roles. In conclusion, talent management strategies play a crucial role in addressing the challenges of employees' job performance in workplaces while offering promising prospects for improvement. Despite facing obstacles such as skills shortages, high turnover rates, infrastructure deficits, and cultural barriers, organizations can leverage talent management initiatives to enhance employee performance and drive organizational success.

Recommendations

1. **Invest in Education and Training:** To address skills shortages and improve job performance, stakeholders should invest in education and training programs that equip employees with relevant skills and competencies. This includes partnering with educational institutions and providing opportunities for continuous learning and development.
2. **Enhance Recruitment and Selection Processes:** Organizations should review and strengthen their recruitment and selection processes to ensure that they attract and retain top talent. This may involve implementing competency-based assessments, conducting thorough interviews, and utilizing recruitment channels that target qualified candidates.
3. **Promote Employee Engagement and Recognition:** Employers should prioritize employee engagement initiatives, such as regular feedback sessions, team-building activities, and recognition programs. Engaged employees are more likely to perform at their best and contribute positively to organizational goals.
4. **Provide Career Development Opportunities:** Organizations should offer career development opportunities, including mentorship programs, skills training workshops, and advancement pathways. Clear career progression paths motivate employees to enhance their job performance and pursue professional growth within the organization.
5. **Address Infrastructure Challenges:** Stakeholders should collaborate to address infrastructure deficits, such as unreliable electricity supply and limited internet connectivity, which hinder job performance. Investing in infrastructure improvements and adopting technology solutions can mitigate operational disruptions and enhance productivity.
6. **Promote Diversity and Inclusion:** Organizations should promote diversity and inclusion in the workplace to harness the benefits of diverse perspectives and experiences. Embracing diversity fosters innovation, creativity, and

collaboration, leading to improved job performance and organizational outcomes.

7. Foster a Culture of Continuous Improvement: Employers should foster a culture of continuous improvement by encouraging feedback, experimentation, and learning from failures. Creating a psychologically safe environment where employees feel comfortable taking risks and sharing ideas promotes innovation and enhances job performance.
8. Monitor and Evaluate Talent Management Initiatives: Organizations should regularly monitor and evaluate the effectiveness of their talent management strategies in improving job performance. This may involve collecting feedback from employees, analyzing performance metrics, and adjusting strategies based on identified areas for improvement.

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INFLUENCE OF ABUSIVE SUPERVISION ON EMPLOYEES' MORALE AT WORK: EVIDENCE FROM THE MANUFACTURING ORGANISATIONS

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Abstract

Organization is structured in such a way that people work together wherein some would be superiors and others would be subordinates which makes supervision a natural phenomenon while the quality of supervision will determine the result of operational activities daily. The study focused on the influence of abusive supervision on employee morale using the manufacturing sector as the unit of analysis, it identified the level of abusive supervision, the causes of abusive supervision, and the relationship between abusive supervision and employee morale. Yamane's sample size formula was used to get the sample size of 310 while a multistage sampling technique was used to select the sample and administer the questionnaire. It was found that abusive supervision is high, caused by leadership styles, absence of an alternative job,

and family demands and there exists an inverse relationship between abusive supervision and employee morale with implications on employee and behavioural outcomes and concluded that high abusive supervision heralds low job satisfaction, low commitment, and low loyalty thus, leading to decreased productivity, increased grievances, and increased turnover as well as hindering innovation and collaboration. Training was recommended to focus on supervision with empathy to improve interpersonal relationships and feelings of belongingness.

Keywords: *abusive supervision, employee morale, training, employee, and behavioural outcomes, empathy*

JEL Classification: *M12, M54, O14, O15*

INTRODUCTION

The 21st Century organizations are characterized by a network of relationships on account of the significance of teamwork which is the bedrock of successful organizations, thus, buttressing the essence of cooperation and unity in the workplace (Oginni, Afolabi & Erigbe, 2014). The implication of this in the workplace is that there would be a kind of interaction between and among members of the team (s) within and across the entire organization wherein a supervisor oversees the activities of the team which revolves around planning, organising, controlling, and coordinating as well as leading without prejudice. This has made organizations increasingly concerned about the impact of supervision on employees (Oginni, et al, 2014; Cortina, Kabat-Farr, Magley. & Nelson, 2017). The position of Mullen, Fiset, and Rheume (2018) also supported this concern and opined that organizations should be more concerned about destructive supervision which carries more negative implications on employee morale and behaviour at work especially where there is close contact in the network of their relationships. The earlier work of Oginni, et al (2014) revealed that abusive supervision was a form of destructive leadership in the workplace manifesting in the form of emotional depletion, fatigue, procrastination, chronic stress, and low job satisfaction and similar to this, was that of the earlier work of Schyns and Schilling (2013) where it was postulated that abusive supervision is negative and has no economic benefit to the employee and organization, rather damaged employee morale and harm organizational profitability because of its impact on the employee and behavioural outcomes which has implication on absenteeism, excessive stress,

emotional exhaustion, intention to quit, and low initiatives. In the end, it will affect employee job satisfaction, commitment, and loyalty to the organization thus, leading to decreased productivity, increased grievances, and increased turnover while Khoreva and Wechsler (2020) believed that employees under abusive supervision are prone to hindering innovation and collaboration as well as hoarding knowledge and expertise.

Abusive supervision emerged in the workplace because every business organization without an exemption is structured in such a way that people are going to work together wherein some would be superior while others would be subordinates (Oginni, et al. 2014; Oginni & Lanre-Babalola, 2020). Thus, the two parties are expected to work together and ensure that the objectives of the organizations are achieved i.e. the activities of both parties complement each other, one gives directives (order), and the other carries out the order (directives) within the legal framework approved by the management of the organization (Zhu & Zhang, 2019; Oginni & Ogunyomi, 2012). To this extent, supervision becomes the engine oil and hallmark for the growth of every business organization irrespective of the nature, scope, or size. Oginni and Faseyiku (2012) opined that compassionate or benevolent supervision benefitted organizations in many ways such as it supports growth, unites teams, gives room for excellent performance, enhances accountability, helps in verifying potentials, instils independence through delegation of responsibilities, reinforces relationships and improves communication. It is also an avenue that facilitates the proper evaluation of individual contributions towards achieving organizational goals (Hershcovis, Ogunfowora, Reich & Christie, 2017).

This predisposes the supervisor to control subordinates' roles, assignments, activities, and rewards towards the attainment of organizational objectives. Thus, implies that supervisor operates within the available legal framework to use their discretion on how best to perform a given task or a routine assignment. With this belief, there is a temptation on the part of the superior to display power over the work processes and work environment of the subordinates which has empowered the superior to pick and channel abuse on employees or groups of employees in the name of getting things done (Zhu & Zhang, 2019). However, despite these highlighted benefits, some supervisors justify their actions of abusing their subordinates under the pretext of scrutinizing the work performed by subordinates to ensure compliance with the acceptable standard while some believe that abusive supervision is the best model to apply and practice regardless of their education, orientation, and work philosophy why?

There had been a consensus among scholars that abusive supervision in the workplace has a negative impact on the physical and psychological well-being of the victims and other people around them although it manifests in varying degrees depending on the nature of the industry (Oyewunmi & Oyewunmi, 2022; cc; Mullen et al, 2018; Tepper, Simon & Park, 2017; Samantha, 2016; Oginni, et al, 2014; Tepper, 2007). Most of the research on abusive supervision had concentrated on the Educational, Information Technology, and Service sectors with few in the manufacturing sectors highlighting the impact on the work behaviour of employees, consequences on the work atmosphere, employee's personality, and productivity while there is a dearth of such especially in the area of employee morale in the Nigerian manufacturing sector where the nature of the network is structured like that of a cobweb. Therefore, this study seeks to investigate the degree/level of abusive supervision, identify causes of abusive supervision despite the understanding of its negative impact on the morale of employees, examine which of these factors affects the morale of employees more than the rest, and examine the relationship between abusive supervision and morale of employees at work in the manufacturing sector of the Nigerian economy.

Literature Review

Abusive supervision as a concept in the modern-day work relationship has a legion of definitions and some of these were considered in line with the focus of the study. In the views of Tepper, Simon & Park, 2017; Tepper, 2007), abusive supervision was described as the display of hostile verbal and non-verbal behaviours, excluding physical contact towards the subordinates while Oginni and Faseyiku (2012) described exertion of power by a superior over subordinates in an awkward manner to instil fear. Hershcovis et al. (2017) opined that abusive supervision is an expression of any form of maltreatment from the superior to subordinating causing humiliation of any kind. c, et al (2019), described abusive supervision from the subordinates' perception to mean the extent to which they perceived their supervisors engaging in the sustained display of hostile verbal and nonverbal behaviours while the views expressed by Williams (2020) and Adegoke (2021) agreed with this and opined that abusive supervision is the degree of derogatory comments about an individual to other members of the organization. It is therefore not out of place to say that abusive supervision is the use of language that depletes an individual personality at work or any act capable of undermining the ego of an individual at the workplace (Oyewunmi & Oyewunmi, 2022; Khoreva & Wechsler, 2020)).

Tepper (2000) observed that the consequences of abusive supervision are numerous ranging from the intention to quit their jobs to low job satisfaction, conflict between work and family as well as psychological distress. Hershcovis et al. (2017) maltreatment from supervisors' which often arises because of power tussles or differences and asserted that it has a significant negative effect on the performance of employees while Mullen et al, (2018) believed that employees with the perception of abuse from their supervisors tend to engage in counterproductive work behaviours aimed at both the supervisor and the organization. Oginni and Faseyiku (2012) linked deviant behaviour to abusive supervision as one of the many counterproductive activities in the workplace. Phulpoto, Hussian, Brohi and Memon (2021) revealed that abusive supervision impacts negatively on employees in terms of their behaviours, attitudes, and psychological health and concluded that there exists a negative relationship between abusive supervision and organizational commitment although it examined the possibility of a subordinate's hostility towards a supervisor as the factor impelling supervisors to exhibit abusive acts towards poor-performing subordinates. The earlier work of Nwani, Ofoke, Eze and Udechukwu (2017) was built upon by Phulpoto, et al. (2021) where it was opined that the victims of abusive supervision tend to emulate such behaviour and display the same towards their colleagues. Adegoke (2021) asserted that abusive supervision leads to absenteeism, excessive stress, depletion of dignity, and emotional exhaustion (Oyewunmi & Oyewunmi, 2022).

Williams (2020) observed that abusive supervision has many negative consequences on the organization and employees but believed it is a result of power abuse by supervisors wherein supervisor abuse their role as leader, mentor, and role model thus arrogating or wielding enormous power has not envisaged by the legal framework of the organization to suppress subordinates (Khoreva & Wechsler, 2020). Nwani et al (2017) and Adegoke (2021) presented the same views on the use of power by supervisors to suppress subordinates and posited that where subordinates could not avoid suppression, subordinates are willing to accept abuses and suppression from their supervisors but over time devised means to cope with the abuse and suppression by manifesting dissatisfaction behaviour such as intention to quit, absenteeism, deviance behaviour, work accident, and poor productivity as well as disaffection among employees and low commitment. Lawal and Benson (2022) also posited that abusive supervision imposes psychological stress on the subordinates and has a negative impact on the performance of the subordinates at work on account of work alienation. Therefore, abusive supervision

affects employees' personalities, mindsets, self-esteem, and relationships with others whether at work or home with consequences on performance at work.

The works of Kimberly, Barbara, and Birgit (2021) on abusive supervision provided comprehensive insight into why abusive supervision has continued to thrive in the workplace not only in this direction but also why subordinates continue to stay under abusive supervision. They used the onion approach to argue that the prolonged nature of abuse cannot be understood within the limits of leader-follower dynamics alone but instead involves societal, organizational, dyadic, and intra-individual factors that should be taken into account and considerations i.e. the larger society context (societal culture, economy, job market, and law), organizational context (norms and values, corporate social responsibility, policies, and practices, team solidarity, and support), dyadic context (preventing employees from leaving, social isolation, the impact of abusive supervision, and coping with abusive supervision) and intra-individual context (social identification, conservation values, implicit leadership theories, personality).

The earlier works of Mackey et al., (2017) and that of Tierney and Farmer (2017) were in line with the classification of causes of abusive supervision in the workplace. Before the work of Kimberly, et al. (2021) some researchers have identified some reasons such as malicious supervisors, environmental factors, and individual factors as well as supervisors' rigidity or hostile intentions, followers' attribution styles, the interaction of several organization-level and individual-level factors (Felps, Mitchell & Byington, 2006; Tepper, 2007; Martinko, Harvey, Sikora, and Douglas, 2011; Oginni, et al, 2014). It can therefore be summarised that abusive supervision is not only caused by the characteristics of the supervisor but also by the followers'/subordinates' attributes and the characteristics of the organization while Oyewunmi and Oyewunmi (2022) posited that abusive supervision results in decreased job satisfaction for the employee thus, lower job satisfaction which invariably leads to decreased productivity. It also leads to increased grievances and increased turnover.

Underpinning Theory

Many theories have been linked to abusive supervision such as social exchange theory, conservation of resources theory, self-regulation theory, self-efficacy theory (social learning theory), and social identity theory. Based on the content and context of this study, social self-efficacy theory was considered appropriate as the underpinning theory. Social self-efficacy theory was propounded by Albert Bandura in 1977 in an article published by the Journal Psychological Review titled

“Self-Efficacy: Toward a Unifying Theory of Behavioural Change”. The theory was anchored on the belief that a person's feeling that their thoughts and actions influence a given outcome i.e. an individual's belief in his or her capacity to execute behaviours necessary to produce specific performance attainments. It emphasizes the importance of the individual and the individual's perceptions of his/her capabilities as key determinants of successful outcomes. The theory is deeply rooted in the concept of triadic reciprocal determinism in which there is a constant interplay between personal factors, behavioural, and environmental factors although a premium is placed on the relative importance of personal factors, at the same time acknowledged that behavioural and environmental factors have profound effects on outcomes. It further reinforces the idea that if the effects of the environment are consistent, then self-efficacy beliefs will take on an even greater role in determining human behaviour, and ultimately shaping outcomes concerning mastery experiences, vicarious experiences, emotional, physical, and psychological states, and verbal persuasion.

Tierney and Farmer (2017) and Bui and Baruch (2011) supported the construct of the theory by positing that the perception of individual employees and relationships in the work environment plays a significant role in shaping employee's behavioural outcomes although the theory has been criticized by some scholars on account of disregarded or ignoring the role of the environment on an individual (Eastman & Marzillier, 1984; Biglan; 1987; Lewis, 2018). Despite its criticism, self-efficacy is significantly beneficial in understanding various life aspects, ranging from relationships and the psychology of employees in the workplace. It provides a reliable framework and avenue to explain how the relationship between the superior and subordinates will have a bearing on individuals, especially feeling about themselves in terms of mental, physical, and psychological health and positivism oozing from their perceptions.

Methodology

The study was situated in Ogun state which is one of the 36 States in Nigeria, and it has three Senatorial Districts namely Ogun West, Ogun East, and Ogun North, however, Ogun West was chosen as the unit of analysis out of the three Senatorial Districts because more than 60% of the manufacturing industries were located in this Senatorial District to include Cable, Plastic, Pharmaceutical, Beverages organizations. In all, seventeen (17) organizations were selected within the manufacturing industries wherein Cable organizations (3), Plastic organizations (5), Pharmaceutical organizations (5), and Beverage organizations (4) through

purposive sampling technique. Yamane’s sample size formula was used to get the sample size from the population study of 1375 to get 310 as the sample size and a proportional sampling technique was used to select the sample size from the selected organizations i.e. cable organization (63), Plastic organizations (95), Pharmaceutical organizations (78), and Beverage organizations (74) while random sampling was employed to administer 310 copies of questionnaire to the research respondents wherein 286 copies of the questionnaire were found useful for analysis.

The study made use of a structured questionnaire which was designed in line with the Likert 5-point rating scale and was influenced by the earlier 15-item measurement scale of Tepper (2000) and a 5-item scale developed by Mitchell and Ambrose (2007) on abusive supervision. Before the administration of the structured questionnaire, a mixture of an open-ended and closed questionnaire was administered to 50 respondents chosen from the manufacturing organizations between September and November 2023 for pretest study purposes. The respondents were to tick among options of factors found to be responsible for abusive supervision in the workplace, the respondents were asked to add if there is any outside the options provided. Based on the responses from the respondents, factors with 80% occurrence frequency were used for the study. The administration of the questionnaire to the respondents was between the period of three months (December 2023 and February 2024). Data collected were analyzed by using descriptive (Percentage, Mean, and Kendall’s W test) and inferential statistics (Pearson correlation coefficient and linear regression methods).

Results

4.1 Objective 1: to investigate the degree/level of abusive supervision among employees in the selected manufacturing sector.

Table 1: Abusive Supervision Degree/Level of the Respondents

Variables	Low N (%)	Moderate N (%)	High N (%)	Total N (%)
Gender				
Male	29(14.2)	51(25)	124(60.8)	204(100)
Female	17(20.7)	30(36.6)	35(42.7)	82(100)
Total	46(16.1)	81(28.3)	159(55.6)	286(100)

Variables	Low N (%)	Moderate N (%)	High N (%)	Total N (%)
Age				
Below 36yrs	17(19.8)	24(27.9)	45(52.3)	86(100)
Above 36yrs	57(28.5)	45(22.5)	98(49)	200(100)
Total	74(25.9)	69(24.1)	143(50)	286(100)
Marital Status				
Single	28(40)	19(27.1)	23(32.9)	70()
Married	23(12.7)	48(26.7)	109(60.6)	180()
Others	20(55.6)	9(25)	7(19.4)	36()
Total	71(24.8)	76(26.6)	139(48.6)	286(100)
Work Experience				
Below 10 yrs	24(20.5)	16(13.7)	77(65.8)	117(100)
Above 11 yrs	40(23.7)	38(22.5)	91(53.8)	169(100)
Total	64(22.4)	54(18.9)	168(58.7)	286(100)
Cadre Category				
Management	7(28)	6(24)	12(48)	25(100)
Senior staff	38(43.2)	30(34.1)	20(22.7)	88(100)
Junior staff	12(6.9)	35(20.3)	126(72.8)	173(100)
Total	57(19.9)	71(24.8)	158(55.2)	286(100)

Source: Field Survey, 2024

Table 1 shows the level of abusive supervision in the manufacturing sector which was rated on a 3-point rating scale i.e. low, moderate, and high levels. Out of a total of 286 employees sampled for the study, 159 respondents had high abusive supervision representing 55.6%, 81 respondents experienced moderate abusive supervision representing 26.3% while 46 of the respondents had low abusive supervision which represented 16.1%. This shows that the majority of the respondents experienced abusive supervision at a high level wherein the male gender experienced this more than the female gender. The age of the respondents indicates that there is a high level of abusive supervision among the respondents with 143 (50%) where respondents who aged above 36 years experiencing this more than those whose age is below 36 years. However, the marital status shows that the respondents also experienced a high level of abusive supervision with 139 (48.6%) although the married respondents (60.6%) experienced this more while the work experience shows a high level of abusive supervision among the respondents with 168 representing 58.7% especially those who had spent more than 11 years in their respective organizations, the cadre in the organization which

was categorized into three had the same high-level abusive supervision with 158 of the respondents representing 55.2% wherein the junior staff had the lion share of the abusive supervision percentage i.e. 72.8.

4.2 Objective 2: to identify causes of abusive supervision in the manufacturing sector.

Table 2: Kendall’s W test and Mean Rank Statistics of the Causes of Abusive Supervision

<i>Abusive Supervision Variables</i>	<i>N</i>	<i>Mean Rank</i>	<i>Kendall’s W</i>	<i>Chi-Square</i>	<i>DF</i>	<i>Asymp. Sig.</i>	<i>Rank Score</i>	<i>Remark</i>
<i>Subordinate provocative attitude</i>	286	3.567	0.816	75.327	8	0.000	8	A
<i>Work Demands</i>	286	3.672					7	A
<i>Absence of Alternative Job Leadership Styles</i>	286	4.328					2	A
<i>Justice Perception</i>	286	4.335					1	A
<i>Family Demands</i>	286	3.112					9	A
<i>Emotional Instability</i>	286	4.101					3	A
<i>Inferiority Complex</i>	286	3.942					4	A
<i>Power Obsession</i>	286	3.670					6	A
<i>Intention to quit</i>	286	3.843					5	A
	286	2.562					10	D

Source: Field Survey, 2024

Remark: where Agreement (A) is ≥ 3.0 and Disagreement (D), is ≤ 3.0

Table 2 has the information extracted from extant literature and the outcome of the pilot study which showed that ten (10) different items were identified as the major causes of abusive supervision in the manufacturing sector. Data were analyzed using Kendall's W test, a statistical tool used to measure the extent of

agreement among raters wherein the result obtained from the data analysis provided information to understand the extent of agreement among the employees on the factors causing abusive supervision in the manufacturing sector. It was found that the statistical value of Kendall’s W coefficient of concordance (where $W = 0.816$, $X^2 = 75.327$, Df. = 8, Sig. = 0.000) confirmed the high level of agreement among the respondents i.e. subordinate provocative attitude, work demands, absence of an alternative job, leadership styles, justice perception, family demands, emotional instability, inferiority complex, and power obsession represents the major causes of abusive supervision while the mean score of intention to quit has a remark indicating disagreement among the employees which implies nonunanimous decision on intention to quit as a major cause of abusive supervision in the manufacturing sector.

4.3 Objective 3: to examine which of the abusive supervision factors affect employees at work more than the others.

Table 3: Coefficient Value of Factors Responsible for Abusive Supervision

<i>Variables</i>	β	<i>Sig</i>	<i>Potency</i>
<i>Subordinate provocative attitude</i>	0.188	0.001	6
<i>Work Demands</i>	0.221	0.004	4
<i>Absence of Alternative Job</i>	0.345	0.000	2
<i>Leadership Styles</i>	0.512	0.000	1
<i>Justice Perception</i>	0.111	0.000	9
<i>Family Demands</i>	0.215	0.000	5
<i>Emotional Instability</i>	0.287	0.001	3
<i>Inferiority Complex</i>	0.178	0.002	7
<i>Power Obsession</i>	0.138	0.000	8
<i>Intention to quit</i>	0.043	0.002	10

Source: Field Survey, 2024

Table 3 provides information on the degree of potency of each of the cause variables of abusive supervision wherein it shows that leadership styles were found to be the most potent variable of all the factors responsible for abusive supervision in the workplace followed by the absence of an alternative job. Emotional stability was next to the absence of an alternative job after which work demands, family demands, subordinate provocative attitude, inferior complex, power obsession, and justice perception. The implication is that leadership styles have more contribution to abusive supervision than the rest i.e. $\beta = 0.512$, $p = 0.000$ to imply 51.2% of the

variation in the factors responsible for different forms of abusive supervision, followed by the absence of an alternative job with $\beta = 0.345$, $p = 0.000$ to represent 34.5% of contribution in abusive supervision, next was emotional instability which has $\beta = 0.287$, $p = 0.001$ implying 28.7% variation in the factors causing abusive supervision and work demands was ranked as among factors with strong potency of $\beta = 0.221$, $p = 0.004$ signifying 22.1% contributory effect in abusive supervision and was followed by family demands that $\beta = 0.215$, $p = 0.000$ indicating 21.5% of the variation in abusive supervision while subordinate provocative attitude shows 18.8% potency in abusive supervision, while inferiority complex has 17.8% and power obsession has a variation of 13.8% of the factors responsible for abusive supervision in the workplace while justice perception has 11.1% to indicate the variation contributed to abusive supervision. However, the intention to quit as one of the causes of abusive supervision was not a unique contributor with a statistical value of $\beta = -0.043$, $p = 1.002$. Therefore, objective 2 which seeks to know which of the abusive supervision factors that affect the morale of employees at work more than the rest was achieved.

4.4 Objective 4: examine the relationship between abusive supervision and employee morale towards behavioural and employee outcomes at work.

Table 4: Correlation between Abusive Supervision and Employee Morale

<i>Variables</i>	<i>Abusive Supervision</i>	<i>Employee Morale</i>
<i>Abusive Supervision</i>	1	- 678*
<i>Employee Morale</i>	- 678*	1

*Correlation is significant at the 0.05 level (2 - tail)

Table 4 shows the correlation between abusive supervision and employee morale which indicates that there is a strong negative correlation between the independent and dependent variables. The negative correlation connotes an inverse relationship between abusive supervision and employee morale where $r = - 0.678$, $p < 0.05$ to imply that, as abusive supervision increases, employee morale decreases i.e. lower abusive supervision will herald higher employee morale, thus leading to positive behavioural and employee outcomes which invariably will yield higher organizational productivity.

Discussion

Many researchers have posited that abusive supervision is prevalent in most organizations especially where there is an intertwined network of relationships where there is a presence of superiors and subordinates working together to achieve organizational objectives. The result of this present study confirmed the findings of other researchers before this study (Oyewunmi & Oyewunmi, 2022; Williams, 2020; Oginni & Lanre-Babalola, 2020; Zhu & Zhang, 2019; Hershcovis, Ogunfowora, Reich & Christie, 2017; Oginni, et al. 2014; Oginni & Ogunyomi, 2012) that abusive supervision evolved from a network of relationship in the workplace on account of attaining organizational objectives. It also buttressed the belief of supervisors that abusive supervision is a way to justify the actions of abusing subordinates under the pretext of scrutinizing the work performed and the best model to apply (Zhu & Zhang, 2019).

The results of the study are consistent with the studies conducted by different researchers on the causes of abusive supervision as highlighted including Oyewunmi and Oyewunmi (2022); Kimberly, Barbara, and Brrgit (2021); Mackey et al., (2017); Tierney and Farmer (2017); Oginni, et al, (2014); Martinko, Harvey, Sikora, & Douglas (2011); Tepper (2007); Felps, Mitchell, and Byington (2006) although the results singled out intention to quit as not unique or a strong contributor to the causes of abusive supervision in the manufacturing sector. The study also confirmed the positions of Lawal and Benson (2022), Adegoke (2021), Williams (2020), Tepper, (2000) and Nwani, et al (2017) where it was asserted that abusive supervision has many negative consequences on the organization and employees. The present study showed that there exists an inverse relationship between abusive supervision and employee morale with implications on employee and behavioural outcomes wherein the organizational productivity is being determined concerning employee job satisfaction, commitment, and loyalty to the organization.

Conclusion

The purpose of the study was to investigate the impact of abusive supervision on employee morale wherein the level of abusive supervision was examined, evaluate the causes of abusive supervision, and examine the relationship between and impact of abusive supervision and employee morale. From the results, it was evident that there is a high level of abusive supervision in the workplace of the manufacturing sector with males, married, and employees with more than eleven

(11) years of experience feeling the abusive supervision more than the rest. Aside from this, causes of abusive supervision were identified which were found to be consistent with that of previous studies although the intention to quit was never considered dominant while the result of the study revealed further that an inverse relationship exists between abusive supervision and employee morale with implications on employee and behavioural outcomes. A high level of abusive supervision would imply low job satisfaction, low commitment, and low loyalty which invariably would result in decreased productivity, increased grievances, and increased turnover as well as hindering innovation and collaboration within the business environment while hoarding knowledge and expertise would be a common practice.

Recommendations

Based on the findings and conclusion of the study, it has been established that abusive supervision is prevalent and evident in the manufacturing sector wherein the performances of employees have been hindered by abusive supervision on account of employee and behavioural outcomes which affects productivity. Therefore, there is a need to institute training in the form of workshops with a focus on supervision with empathy to foster cooperation, improve interpersonal relationships, and feeling of belongingness in superior and subordinate relationships. The training should be for all, irrespective of the cadre in the organization although the training could be broken into three different levels to address the training needs of each individual along their respective cadres. The expectations of individuals in the supervisory role should be made known to them and the implication of abusive supervision in both the short and long run should be emphasized while attention should also be drawn to the health of the organization and that of the employee. There should be a high level of commitment from the management to ensure the success of the training program and provide a mechanism to monitor the result of the training whether the objective is achieved or otherwise.

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THE COLLAPSE OF PUBLIC SERVICE BARGAINING COUNCIL (PSBC): A LABOUR RELATIONS CRISIS

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Abstract

Collective bargaining is a veritable means for parties to engage on social dialogue. International Labour Organisation encourage member states to setup structures and platforms, such as bargaining councils for social dialogue. The paper delves into Public Service Bargaining Council (PSBC) in Botswana and seeks to explore reasons for its collapse. Exploring reasons for the collapse of PSBC, will help inform the work of social partners in resuscitating the council, and avoid repeating same mistakes. To realise this objective, the study adopted a qualitative phenomenological research design. The research was done in Botswana's public sector, employing a sample size of fifteen (15) participants that were purposively selected. Research participants were interviewed face to face and the data was processed qualitatively by thematic analysis. The study revealed that currently, there are no bargaining councils in public service and parties have been trying to resuscitate the collapsed PSBC through negotiating a new PSBC constitution. However, the process has been dragging for too long. Given the stark changes that could come with the revival of the PSBC, the parties ought to speed up the process so that collective bargaining can be done under the rightful platforms, as opposed to one on one, and through cooperating trade unions.

Keywords: *Botswana, Bargaining Councils, Public Service Bargaining Council (PSBC), public service, trade unions, employer.*

JEL Classification: *J5; J45, J52*

1. Introduction

Collective bargaining is a veritable means for parties to engage on social dialogue. To this end, ILO encourages member states to setup structures and platforms, such as bargaining councils for social dialogue. The paper delves into Public Service Bargaining Council (PSBC) in Botswana and seeks to explore reasons for its collapse. Exploring reasons for the collapse of PSBC, will help inform the work of social partners in resuscitating the council, and avoid repeating same mistakes. Government is by far the largest employer in Botswana. Public officers used to be employed under separate and different acts. The current Public Service Act of 2008, which came into use in 2010 coalesced public officers (excluding disciplined forces) terms and conditions of employment under one piece of legislation. Therefore, the legal framework under which labour relations in the Public Service is governed is the Constitution of Botswana, Trade Dispute Act of 2005, Public Service Act of 2008 and Trade Union and Employers Organisation Act of f 2004. The Public Service Act of 2008 sets out the structure under which relations can be regulated and conducted. The Public Services Act ensured; firstly, the amalgamations of various statutory instruments under which different categories/sectors of the Public Service were employed and secondly, introduced the legal basis for collective bargaining in the Public Service. The overwhelming majority of Public Officers have exercised their freedom to associate and belong to trade union of their choice, and some of them hold dual membership. It is evident that Public Service is highly unionized and consequently constitute a very powerful and influential social partner.

1.1 Background of the Study

The country institutionalised collective bargaining in 2008, and its track record has been disappointing. The government seems reluctant to accept collective bargaining as a veritable means of joint regulation (Marobela & Motshegwa, 2021; Tshukudu, 2020). In line with international standards, Botswana's government amended some of its labour laws to align with ILO requirements. This led to formation of the Public Service Act No. 30 of 2008 to ratify some ILO

Conventions. Following inception of the Public Service Act in 2008, Section 50 of the Act provided for establishment of the Public Sector Bargaining Council (PSBC). Section 51 (1) called for PSBC parties to institute a constitution for the Public Service Bargaining Council (PSBC). The process was amicably conducted by employers, together with trade unions, which were recognised under the Trade Unions and Employers Organisation Act, Section 48. This recognition came about prior to the newly enacted Public Service Act of 2008 requirements, which reconciled the different employers that existed then. A turn of events arose when the parties' kick-started negotiations, and employers maintained that all public sector trade unions were not recognised under the new dispensation of the PSA. The Directorate of Public Service Management (DPSM) applied the PSA retrospectively, maintained its position that trade unions are not recognised, and decided on negotiable issues single-handedly. Accordingly, recognition from the Trade Unions and Employers Organisation Act of 2004 supersedes the one for the PSA of 2008, and laws can only be applied retrospectively to curb any illegal practices. Hence, there was nothing illegal or life-threatening in this case. The employer had no right or reason to apply the PSA retrospectively, ignoring recognition rights that existed prior to the PSA of 2008. From the onset, collective bargaining was marred with legal battles, resulting in the PSBC's failure. This is noted by Marobela and Motshegwa (2021), that the current state of labour relations remains fractured and paralysed.

1.2 Problem Statement

The PSBC has been dysfunctional since 2017, and despite the President's utterances about the PSBC's resuscitation, little to no progress has been made in this respect thus far. The government as the employer continue to demonstrate an unwillingness to cooperate with trade unions on mandatory aspects of collective bargaining. The unilateral three percent salary increment for 2016/17, the unilateral four percent salary increment for 2017/18 financial year, and derecognition of trade unions in 2018, are all government cases, showing its unwillingness for a paradigm shift. The government as the employer has not aborted unilateralism in decision-making and is far from being ready to accept collective bargaining. These unilateral tendencies made the PSBC irrelevant. Given the stated research problem, the following are the study's research questions:

1.3 Research Questions

- To what extent is Public Service Bargaining Council (PSBC) effective?

- What strategies can be established to make collective bargaining workable in Botswana?

1.4 Research Objectives

The following are the study's objectives:

- To establish the extent to which PSBC's is effective;
- To recommend strategies that can make collective bargaining attractive in Botswana.

2. Theoretical Framework: Corporatism Approach

The theoretical framework for the paper is based on the corporatism approach. Corporatism is a tripartite approach to industrial relations. It calls for a cooperative relationship between the tripartite players. Due to the dominance of the government under corporatism, theorists have mixed views on whether corporatism should be considered as a political or an economic system, or simply interest representation or a platform for policy making (Sheridan & Dabscheck, 1990). This is because the corporatist system is not a complete tripartite system, since consultations take place between employers and trade unions, but the final say rests with the government (Harrison, 2004). Industrial relations use a corporatist approach, where the government is the dominant player. This is premised on the argument that government has institutional power and multiple objectives to fulfil. Hence, to abdicate decision-making solely for collective bargaining, which profits only one segment of society, the government will only be failing on its mandate. Corporatism tends to substitute for genuine participation in collective bargaining by creating elite groups of trade unionists who band together with the government and the bourgeoisies (Harrison, 2004). Corporatism is used for the wrong purposes by government to manipulate trade unions. The most defaming oppression in industrial relations is to create social dialogue institutions such as bargaining councils, and to use the same to manipulate and placate the players through corporatism. Having discussed the corporatism approach to collective bargaining, the following section delves into bargaining councils.

2.1 Bargaining Councils

Bargaining councils are institutions of social dialogue, which facilitate smooth negotiations between employers and trade unions. Botswana established its Public Service Bargaining Council (PSBC) in 2011; however, the council was reduced to a conservative and ceremonial institution. The PSBC became dysfunctional in 2017

when trade unions BOFEPUSO AJA and BOPEU decided to leave the council owing to uneasy relations between the parties (Kanono, 2018). Marobela and Motshegwa (2021) argued that BOFEPUSU left the Bargaining Council, as it became clear that the government's intention was to use it as an instrument to purge the unions and to split them. When trade unions resigned from the council, the government as the employer, became the only member and deregistered the PSBC. Since its inception, the parties have been embroiled in legal battles over recognition, collective bargaining coverage and bargaining in bad faith. Despite the employer losing most of the legal battles, it appeared to be insensitive to concede and embrace peace.

Conversely, the trade unions failed in terms of organised power and building militancy power to face the insensitive employer (Fore & Ukpere, 2021). Rather than pushing to occupy their rightful space in collective bargaining, trade unions left the PSBC, rendering it defunct (Kgamanyane, 2019). The employer did not waste time to learn why BOFEPUSO left the PSBC and tried to mend relations with the trade unions and resuscitate the collapsed PSBC. While the trade unions were busy dealing with derecognition, the employer went ahead to implement the three percent salary increment, arguing that salary increments must be concluded because the PSBC was dysfunctional (Kanono, 2018). Trade union leaders should be resilient, whilst attempt to understand that they are not dealing with a sympathetic employer. Leaving the PSBC was not a well-devised plan on the part of the trade unions, it simply opened a bigger door for exploitation, while the employer seized every opportunity to act unilaterally and nullify the PSBC.

2.2 Establishment of Public Service Bargaining Council (PSBC)

As noted earlier, the commencement of Public Service Act, Section 50 provides for the establishment of a Bargaining Council which is known as the Public Service Bargaining Council (PSBC). The Public Service Bargaining Council was established in 2011. The government as the employer and the registered trade unions concluded a collective agreement on the PSBC's constitution. Only two trade unions TAWU and BOGOWU declined to sign the agreement because they were not in agreement with the proposed threshold for admission of a trade union to the PSBC. The Constitution was submitted and duly registered in 2011. The constitution covered a plethora of issues that govern and regulate the Public Service Bargaining Council (PSBC) and the process of collective bargaining (Bodilenyane, Mabaso & Ukpere, 2024). This includes among others, the scope, powers and duties, parties, admission, determination of voting rights, negotiation

procedures, Collective Labour Agreement, Implementation of Agreement. It is noteworthy that the PSBC has significant jurisdiction and control over the collective bargaining process. Among the authority and responsibilities, it can perform are the following:

- (a) admit any party into the Council, and to terminate its membership thereof.
- (b) negotiate, conclude, and enforce collective labour agreements on matters that are specified under the Trade Unions and Employers Organizations Act and may include negotiating minimum standards on such matters.
- (c) promote effective communication and co-ordination between the Council and Sectoral Bargaining Councils designated in terms of this Constitution.
- (d) prevent and resolve disputes between the parties to the Council to enhance cordial labour relations in the Public Service; (e) appoint the General Secretary of the Council and determine the terms and conditions of service for the Secretariat.
- (f) consider, advice, develop proposals and make representation on policy issues, legislation or proposed legislation affecting parties to the Council (PSBC, 2010:2).

The Council may

- (a) designate any sector of the public service for the establishment of a sectoral bargaining council.
- (b) establish thresholds for the admission of any trade union party to a sectoral bargaining council.
- (c) designate the powers and functions of such sectoral bargaining councils; and,
- (d) the sectoral bargaining councils may make recommendations to the Council, which shall then make such decision, as it considers appropriate with the scope of its constitution.

“Collective bargaining councils within the public service shall not allow politics or anything which may be reasonably regarded as being of a political nature to interfere with or influence their activities (PSBC, 2010:2)

In terms of parties to PSBC (2010:4), “The Council shall comprise eight (8) representatives of the Government as the employer and eight (8) representatives of Trade Unions admitted to the Council in terms of its Constitution. The representatives of each party shall be chosen freely and without intervention from the other. Parties may designate any individual, either full-time or part-time, to serve as a negotiator. The Annual General Meeting will periodically decide the

number of seats available for the employer and trade union parties' equal (50/50) representation at the Council. The General Secretary shall be required to notify each admitted trade union and inform the Council on the number of seats and vote weights each admitted trade union is entitled to" (PSBC, 2010:6).

According to the constitution of the collapsed PSBC, "a trade union may be admitted into the council provided the trade union has been recognized at the workplace level and represents at least one third (1/3) of the membership of all recognised trade unions whose members are public officers" (PSBC, 2010:6). When recognised by the employer, a trade union can seek admission into the PSBC. Important to note is that it was the discretion of the council to decide on whether to grant admission (PSBC, 2010:5). They had the powers to close the gates for other trade unions who had not joined from the beginning and the newly formed trade unions. This created a situation where the already admitted trade unions were both the player and the referee simultaneously.

The government as the employer had tendencies of by-passing the PSBC. Tshukudu (2020) argued that the PSBC has had numerous issues since its founding. In 2017, when negotiations were about to kick-start, the DPSM struck all trade unions with a letter, stating that they are not recognised under the new dispensation of Section 46 of the PSA. Trade union recognition means that trade unions are formally acknowledged by management as the legitimate representative of all, or a subset of employees. Section 48 of the Trade Unions and Employers Organisation Act states: 'If a trade union represents at least one third of the employees of an employer, that trade union may apply for recognition'. The Trade Dispute Act's Section 37(2) provides the same information regarding trade union recognition. Joint regulation of work is a bitter pill to swallow for the government. The government, as the employer, declared that the trade unions did not comply with the Public Service Act of 2008, Section No. 46; hence, government cannot continue to work with unions that do not have official recognition. The trade unions that were affected include the "Botswana Public Employees Union (BOPEU), the Botswana Teachers Union (BTU), the Botswana Sectors of Education Trade Union (BOSETU), the Botswana Nurses Union (BONU), the Botswana Land Board and Local Authorities and Health Workers Union (BLLAWHU), the Trainers and Allied Workers Union (TAWU) and the Botswana Government Workers Union (BOGOWU)" (Gasennelwe, 2018, p. 10). It should be noted that the government had recognised and worked with the above stated trade unions since time immemorial, prior to the Public Service Act of 2008, which only came into effect

in 2010. The trade unions had acquired recognition in accordance with the Trade Unions and Employers Organisation Act of 2004, Section 48, which, ideally, should have been carried over to the new dispensation. The PSA, Section 46, was supposed to affect trade unions that emerged after 2010, and not to nullify recognition that existed prior to 2010. The employer did not even exercise an open mind to listen to and appreciate the concerns of the trade unions and retreat from their stance of derecognition. This led to unnecessary legal battles, which the trade unions ultimately won. An employer willing to engage in sincere negotiations will listen to the concerns of the negotiating partners and will show flexibility and adjust the demands. The employer could have delayed derecognition to allow for salary negotiation, and then request the negotiating parties to comply with the Public Service Act, Section 46. It is ideal to keep the parties informed and, when necessary, involve them in the consultation process; it is obviously undesirable for them to feel excluded, as was the case on numerous occasions.

In addition, there is a provision for representation criteria in collective bargaining, which can further disfranchise the trade unions, as those not affiliated to the umbrella body may be omitted. The PSBC had placed a threshold on a third of employees of the employer, which required trade unions to act on a joint basis. The threshold for admission into the council was too high, making full inclusivity to the PSBC impossible (Kaelo, 2017). Acting on a joint basis has polarized trade unions further because upon inception of the PSBC, only the NALCGPW qualified for the stated threshold (Kaelo, 2017). Consequently, trade unions at odds with NALCGPW and other federations such as the BFTU were forced to decide between total exclusion and swallowing their pride and making amends. The threshold needs to be reviewed to amend relevant statutes to lower the threshold and to remove other obstacles for admission to the bargaining council (Kaelo, 2017). Kocer and Hayter (2011b) note that the ministry of labour selects the trade union that has the highest representation and issues bargaining certificates in nations, where multiple trade unions are permitted in a single workplace. These certificates may be revoked if the trade union's representativeness is questioned. In most countries, Botswana included the presence of this possibility, which does not imply that it has been used effectively, as the employer has tendencies of taking advantage of some of these threshold and recognition protocols.

3. Research Design and Methodology

The paper seeks to explore people's thoughts, views, opinions, impressions, feelings, motivations, and experiences on PSBC in Botswana. This study assumes a

relativist ontology, that there are multiple realities, and that the researcher plays an active and primary role in interpreting the knowers world (Aliyu et al., 2014). Our world's view is that reality is unclear and flexible; it depends on the context, the environment and the nature of people experiencing it (Eriksson & Kovalainen, 2015). As such the paper adopts a social constructivism approach within a qualitative framework (Creswell, 2007). Since this was an interpretivist study, a small, manageable sample, was recommended to gain a thorough comprehension of the intricacy of social phenomena (Collis & Hussey, 2009). The paper used a sample size of fifteen participants from the public service and trade unions. The sample was purposively selected based on participants knowledge and experience. To ensure multivocality, varied voices were included in the research. The researcher included three (3) participants from each category of the study population, namely three from trade unions, three from industrial courts, three from employer organisation (DPSM), three from the Ministry of Employment, Labour Productivity and Skills Development (MELSD), and three shop stewards from the public service. Participants biographical data is stated in table one. Two research instruments, namely document review and semi-structured interviews, were used for data collection. The study used both content and thematic analysis. Both content and thematic analysis are suitable for understanding a phenomenon through stakeholder's views, opinions, knowledge, experiences, or values, derived from a set of qualitative data (Braun & Clarke, 2006). The study made use of ethical guidelines to consider research subjects and physical location. Through participation in the university's ethical clearance process, the study adhered to all research protocols and ethical principles.

4. Findings of the Study

In addressing the research question, namely: 'the extent to which Public Service Bargaining Council is effective', the participants were asked questions that covered effectiveness of the PSBC, the extent to which bargaining parties realise the full potential of the PSBC, the PSBC's parties and members, and the prospects of collective bargaining in Botswana. In this regard, a theme and sub-themes emerged from the participants' responses. The theme and sub-themes are shown in the diagram below, while the findings are presented in the next sub-section.

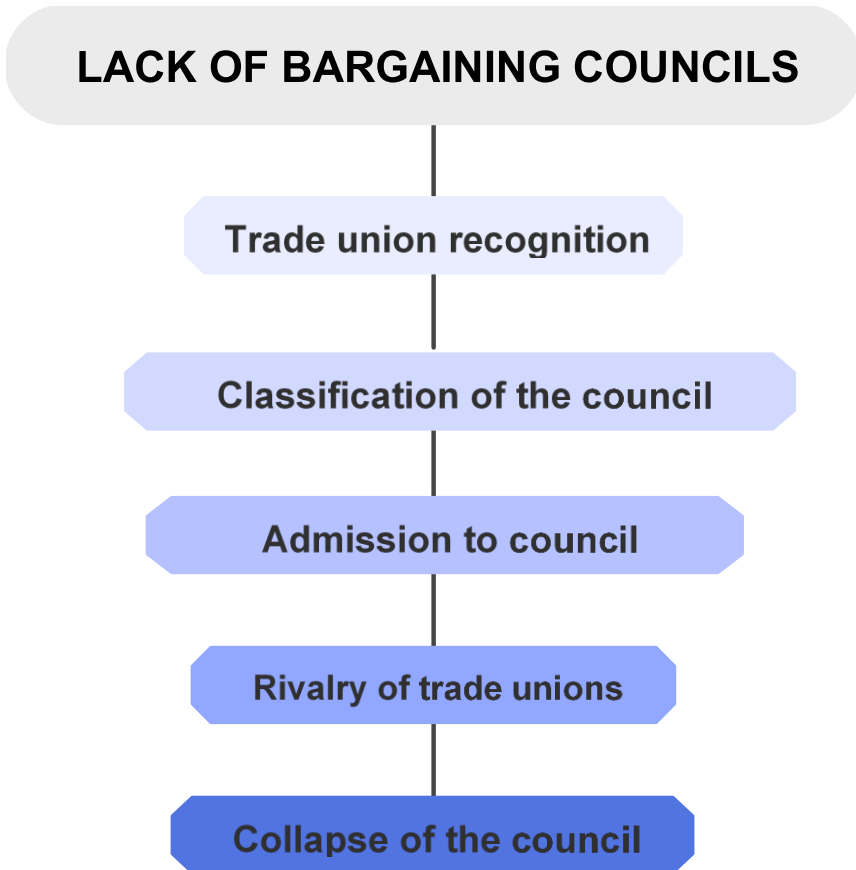


Figure 1. Theme and Sub-Themes

Source: Author's fieldwork

The findings demonstrate that since the collapse of the PSBC in 2017, there have been no bargaining councils in the public sector. The research participants offered numerous reasons for the collapse of the bargaining council. It was found that for trade unions to be fully operational, they should apply for registration with the registrar of trade unions and apply to the employer for recognition. When recognized by the employer, a trade union can apply for admission into the Public

Service Bargaining Council. The section below presents the findings for only two emergent sub-themes, admission to council and collapse of the council.

4.1 Admission to Council

When a trade union is registered with the registrar of trade unions and is recognised by the employer, it can then proceed to apply for admission to the PSBC. Most of the participants remarked that for trade unions to be admitted to the PSBC, they should meet the threshold. At that material time, most trade unions did not have the threshold; hence, they were forced to act jointly with other trade unions. It is evident that the trade unions were not happy with the threshold and the aspect of acting jointly to be admitted to the PSBC.

Stemming from the above, Participant 3 stated:

“Before the collapse of the PSBC, the arrangement in terms of the bargaining council was that you can become a member of the council on your own once you meet the threshold. Without the threshold, a trade union can act jointly with other trade unions to consolidate their numbers to meet the threshold; failure of which a trade union will not be a member”.

It is also apparent that trade unions caused statements in terms of admission to the bargaining council. Participant 4 averred:

“Trade unions did not agree in terms of cut off points in respect of thresholds. Trade unions are recognised for purposes of collective bargaining. However, other unions are saying small trade unions (in terms of numbers) should not be admitted into the bargaining council unless they act jointly. On the other hand, small trade unions are saying they have been recognised by the employer for the purposes of bargaining, so they have every right to participate in the bargaining council”.

Trade unionists’ comments confirmed that they were not happy with the aspect of the threshold. Participant 5 remarked:

“We didn’t like the existing aspect of the threshold. The arrangement of pulling together to qualify for admission into the council was not sustainable”.

Concurring with Participant 5, Participant 8 commented:

“The main issue with the old constitution was the issue of admission into the PSBC. There was a dispensation to say non-qualifying trade unions can join the qualifying one. Manual workers got in the council; others had to join

manual workers because it was the only qualifying trade union to be admitted into the council”.

Participant 9 declared:

“The constitution had a determined threshold that you can be admitted jointly/collectively, or as a single trade union”.

Participant 9 argued that trade unions are problematic when it comes to the issue of threshold; hence, she stated:

“They came up with the constitution for the PSBC, which was aligned to the act to say for us to be able to bargain, let’s try and allow everybody, but limit the numbers by proportional representation. Problem was with big brother mentality. Some unions were meeting the threshold, so they wanted to kick out small ones. Even with crafting of the constitution, it’s not like all unions were represented, it was only the big unions”.

Participant 12 opined:

“My personal opinion on the matter is that all trade unions should be allowed to bargain with the employer, regardless of them being big or small”.

Participant 13 shared similar sentiments, saying:

“All trade unions deserve to be given a space and a seat in the bargaining council. Voices of all public servants should be heard. Minority voices should be heard as well”.

The findings reveal that admission to the bargaining council was based on a threshold, which the trade unions felt was too high. No individual trade union qualified, except the manual workers. Trade unions that did not have the threshold were forced to act jointly for them to be admitted to the council. Acting jointly was not sustainable owing to internal fights between the trade unions. This was also a challenge for small trade unions (in terms of numbers), because they believed that they were denied the right to represent their members. It is important to note that when the employer recognizes a trade union, they have every right to participate in the bargaining council. Given these challenges, the newly established PSBC did not last long, as it collapsed in 2017. The section below presents findings on the reasons for the PSBC’s collapse.

4.2 Collapse of the Council

Participants were asked about the state of the Public Service Bargaining Council. Their responses revealed that the PSBC collapsed in 2017, and the parties are trying to resuscitate it. They gave varied reasons for the council's collapse, mostly blaming the two main parties, namely the employer and the trade unions.

Participant 2 mentioned:

“The PSBC collapsed in 2017 because of the egos of the trade unions. BOFEPUSO acted jointly with BOPEU to be admitted in the PSBC. In the process, BOPEU pulled out of BOFEPUSO. When BOPEU pulled out, then it cancelled acting jointly. Later on, BOFEPUSO pulled out of the council. Government then complained that they remained alone in the council, and they deregistered the council”.

Still on the collapse of the bargaining council, Participant 8 submitted:

“The PSBC collapsed because trade unions were fighting amongst themselves. BOPEU pulled out because they wanted the council to be re-established. They didn't like the existing aspect of threshold and acting jointly”.

The collapse started when one of the biggest unions, BOPEU, moved out of acting jointly with BOFEPUSU. Participant 10 indicated:

“The biggest union in numbers was BOPEU, it moved out from BOFEPUSU AJA to BFTU. Then the employer told BOFEPUSO AJA that they do not meet the threshold of one third required by the bargaining council”.

Participant 9 postulated that both parties played a role in the collapse of the bargaining council. In this respect, she said:

“The unions pulled out with the feeling that the council is not constitutional. The government felt that since other trade unions pulled out, it was best to deregister the council”.

Participant 3 further submitted why he perceived that the trade unions left the PSBC:

“What had happened is that the five public sector unions, BLLAWU, Manual Workers, BTU, and BOSETU had pulled out of the PSBC. We felt the

employer/government was continuously disrespecting and disregarding the PSBC despite terms to call for due process to be observed to respect the council. We were finding it not useful to remain members of the council that is continuously being bypassed. The government rendered it dysfunctional and later claimed that it is dysfunctional and deregistered it”.

Participants further mentioned that the bargaining council collapsed owing to the employers unitary tendencies. Hence, Participant 3 indicated:

“The PSBC was deregistered because the Director of the DPSM, then Ms Maphorisa, made an application to the Commissioner of Labour for deregistration of the PSBC, because in her view it was not functional”.

Participant 9 stated:

“Somehow, the employer felt the PSBC was becoming too much to bear for them, and tried destroying it, they didn’t know what they were getting into”.

Participant 2 remarked that the government deregistered the council to avoid cost implications. He submitted:

“For the council to be deregistered, the government was complaining that the trade unions have pulled out, so the government remained alone in the council. Government decided to deregister the council, because there were costs implications. The secretariat for the PSBC was paid by both parties. If government was to remain alone, they had to pay for the secretariat alone”.

It is also evident that the aftermath of the 2011 civil service strike led to the council’s collapse. The employer resorted to tendencies that frustrated the trade unions. Participant 14 claimed:

“The 2011 strike led to the collapse of the council. After the strike the relationship was strained, and the employer became reluctant. The employer resorted to tendencies of just making pronouncements that are supposed to be done in the council. On the other hand, they claimed no funds for the council, because they saw the council as a threat. All these were just ways of frustrating the council”.

practice or legislation". The current study's findings revealed that admission into PSBC was highly contested and brought irreconcilable differences, as some trade unions felt that they were excluded and sidelined from bargaining for their members. According to the PSBC Constitution, any trade union may be admitted into the Council provided the trade union has been recognized at the workplace level and has the required threshold. The findings of the present study revealed that, the threshold for admission into the bargaining council was quite controversial. In this regard, Participant 4 remarked:

"Trade unions did not agree in terms of cut off points in respect of threshold. Trade unions are recognised for purposes of collective bargaining. But other unions are saying small trade unions should not have a seat in the bargaining council. But the small unions are saying they have been recognised by the employer, so they have every right to participate in the bargaining council".

In a similar vein, Participant 5 remarked:

"We didn't like the existing aspect of threshold.....The arrangement of pulling together to qualify for admission into the council was not sustainable".

The PSBC Constitution provides that: *"The Council shall decide on whether or not to grant admission"* and *"any dispute arising from the process shall be referred to the Commissioner of Labour for mediation and/or arbitration"*. Some participants believed that all trade unions should be admitted into the bargaining council, while others remarked that it should be based on proportional representation. This was controversial in the sense that when the employer recognises a trade union, it is for the purposes of bargaining, all trade unions deserve a space in the PSBC to represent their members. In line with the above, Participant 12 remarked:

"My personal opinion on the matter is that all trade unions should be allowed to bargain with the employer, regardless of them being big or small".

The present study found that the PSBC Constitution's provisions on admission led to disputes between trade unions, especially trade unions that had fewer members, the so-called small trade unions. This is in line with Tshukudu (2020) findings that the bargaining council's functionality has not been fully utilized due to

misunderstandings about union eligibility to sit on the council (specifically, whether a particular union meets the required threshold). Participants remarked that big trade unions (in terms of membership) did not want small trade unions in the council, yet the employer recognised them for bargaining purposes as portrayed by Participant 3 in the quote below:

“Imagine if let’s say we have 6 unions each with 50 people, they will be counted as an entity, then you will have a trade union with 90 000 members, you are counted as of equal status with smaller trade unions”.

In such circumstance small trade unions were forced to act jointly. This created animosity because the excluded trade unions felt excluded and denied the right to represent their members. When this happens, small trade unions are likely to lose popularity and even lose members to bigger trade unions. This big brother mentality by big trade unions such as BOPEU, BBLAWU and NALCGPWU is counterproductive to collective bargaining.

However, it should be noted that, though acting jointly proved not to work in Botswanas’ public service, this has been the practise in some countries. In *“other few cases, the legislation requires a trade union to receive the support of at least 50 per cent of the members of a bargaining unit to be recognized as an exclusive bargaining agent”* (ILO Flagship Report, 2022, p. 53). *“In other countries, the law prescribes, variously, a threshold of 40 per cent (as in Guyana, Jamaica and Sri Lanka), 30 per cent (as in Bangladesh, Botswana, the Gambia and Pakistan), or 20 per cent (as in Malawi)”* (ILO Flagship Report, 2022, p. 53). In circumstances where none of the trade unions meet the stated requirements, the small unions may be allowed collective bargaining for their members (ILO Flagship Report, 2022). Minority trade unions can act jointly or at most participate at sub-sectoral councils. Sub-sectoral Council provides a chance of representation, because decisions from sectoral councils will be channeled to the main council. This is where bargaining coordination comes in, to ensure that no other level of bargaining encroach or overstep the other. To have a working system on threshold and acting jointly, the collective bargaining system should have a clear guide on extension mechanisms and bargaining coordination so that small trade unions may have a chance to represent their members (Baccaro, 2003). In addition, parties, especially the trade unions should not focus more into numbers, but rather ensuring fair and equitable representation of workers in different employment industries and sectors. Just because a trade union is a general trade union, with large membership like BOPEU,

does not give it a better entitlement over smaller trade union like the craft or staff trade union such as BONU or Doctors Union. All sectors, crafts, cadres should have representation in the bargaining council.

From the findings of the current study, PSBC functioned between the period of 2011 and 2015, thereafter, it collapsed. The period between 2015-2017, was characterised by legal battles between the bargaining parties, and PSBC was eventually deregistered around July 2017 (Commissioner of Labour Letter of Cancellation of PSBC, 2017). In line with the above, Participant 3 remarked:

“PSBC was deregistered because the Director of DPSM, then Ms Maphorisa made an application to Commissioner of Labour for deregistration of PSBC, because in her view it was not functional, which was not correct. We wrote a letter to the Minister of employment, Hon Mabeo, to say PSBC cannot be deregistered, because what the Director of DPSM had said was not correct”.

The current study found that both bargaining parties in the public service, contributed to the collapse of the bargaining council. The reasons for the collapse of the PSBC range from issues of personal egos, intimidation by the employer, lack of capacity on collective bargaining, politicisation of collective bargaining and rivalry between trade unions. To, handle competitive conflict, parties should learn to deal with their egoistic tendencies, set aside personal conflicts and focus on workers interests. Misplaced egos, defies unity of purpose and decision-making.

The current study found that the bargaining parties lacked the know-how of collective bargaining. It was found that the PSBC constitution had serious flaws on the threshold for admission into the council. The findings of the present study demonstrates that the threshold was pitched too high. In line with the above, Participant 9 stated that,

“Most trade unions didn’t meet the new threshold. But back then they met the threshold, and they were recognised”.

In line with the above findings, it was evident that trade unions were not happy with the threshold of admission into the bargaining council, as stated by Participant 8 that:

“We didn’t like the existing aspect of threshold and acting jointly”.

Admission was based on PSBC Article 6.1.1, that: *“A trade union should be recognized at the workplace level and represents at least one third (1/3) of the membership of all recognised trade unions whose members are public officers”.* Most of the trade unions were below the threshold that was in place. The current

study's findings revealed that the aspect of threshold was a hindrance to representation, as it excluded trade unions without the threshold, even though the employer has recognised them for purposes of collective bargaining. The present study also found that the PSBC collapsed because trade unions were forced to pull out of the council by the prevailing circumstances. This was portrayed by Participant 3 in his statement below:

“They pulled out because government was continuously disrespecting and disregarding PSBC, despite terms to call for due process to be observed to respect the council”.

The current study's findings revealed that trade unions, felt it was not useful to remain members of a council that was continuously bypassed by the employer. This has taken a corporatist approach, as the final say rests with the government (Harrison, 2004). For instance, the 3% and 4% salary increment, were unilaterally done by the employer outside the council. In this regard Participant 9 said:

“BOFEPUSO was against the 3% salary adjustment by government. They wanted the right principle to be followed. BOFEPUSO went to court and the court ruled that those who want the 3% should be given, those who don't want, they will further engage”.

Participant 9 further remarked that:

“BOFEPUSO wanted to interject the increment. BOPEU agreed with the government that the increment was a gift”.

The current study found that, BOFEPUSO took the employer to court complaining about unilateral salary increment. BOFEPUSO won the case in the first instance, then the employer together with BOPEU filed an appeal. The court of appeal argued that though, it was bad faith bargaining, the 3% salary increment cannot be reversed, because there was a lot at stake, which made BOFEUSO and other trade unions to pull out of the council, because they felt the PSBC was not serving the intended purpose. When trade unions pulled out of the council the government took the opportunity to deregister the council (The Patriot, 2022). The government cited cost implications as the reason for the decision to deregister the PSBC. This is corporatism at play to manipulate trade unions. As noted earlier it is unfortunate that social dialogue institutions such as bargaining councils are used to manipulate and placate the players through corporatism. Trade union leaders should be resilient and understand that they are not dealing with a sympathetic employer. This is in line with Marobela & Motshegwa (2021) that trade unions have a share fair of their

blame due to their poor leadership and poor organisational skills and strategies. Leaving the PSBC was not a well-devised plan on the part of the trade unions, it simply opened a bigger door for exploitation, while the employer seized every opportunity to act unilaterally. The power-centred leadership and poor organisational skills and strategies by the trade unions has given the government the opportunity to divide the labour movement resulting in weakening of trade unions (Marobela & Motshegwa, 2021).

The collapse of PSBC also demonstrated that the ground is not yet fertile for sound collective bargaining. On assumption of duty the President of Botswana Dr M. E. K Masisi, promised cordial relationship with trade unions. On the 17th of August 2018, the Employer through the Office of the President invited all public service trade unions to meet and form a reference committee that would begin the process of resuscitating the Council through the drafting and registration of a new PSBC Constitution (Office of the President. 2018). This is also noted by Marobela & Motshegwa (2021) that President Masisi, soon after acceding to leadership of the country, publicly promised the trade unions that his government will ensure that the Bargaining Council is resuscitated and functional. Since then, the parties have been working on the processes for resuscitating the PSBS, like drafting the new constitution of the PSBC and coming up with rules of engagement. The current study's findings indicate that the parties have been working on resuscitation of PSBC since 2018 and five years down the line, still there is no PSBC in place. The process has been dragging, and considering some of the stark changes that could come with the revival of the PSBC, it becomes questionable why parties are dragging the process.

Participants indicated that, the parties are working on the resuscitation of the bargaining council. According to Participant 8:

“We in the process of resuscitating the PSBC. We have worked on the new constitution. We in the process of submitting it for registration. New constitution lowers threshold for most trade unions to be able to join the council”.

This was also affirmed by Participant 2 that:

“Resuscitation of the council has been on going. They started with rules of engagement between the parties. The most critical part is issue of threshold. There are unions who believe threshold should be there, others believe it should not be there, we should just focus on recognition only”.

In a nutshell, critical analysis of the practical implications of threshold is needed to avoid the previous constitution's pitfalls. The admission threshold issue should be investigated so that it does not polarise trade unions. Parties should find an amicable way of ensuring that all recognized public service trade unions participate in the PSBC. The PSBC Constitution should not just focus on numbers but rather ensure that almost all cadres/crafts in the public service are represented. Some trade unions can participate through sub-sectorial bargaining councils and enterprise bargaining councils, which are equally good. According to Ifezue (2016, p. 227), the “PSBC functions like a joint industrial council with the result that its outcomes and resolutions bind every public officer who is bound by the PSA whether or not the said officer is a member of any of the member unions to the PSBC”. Section 51 (2) (1) of the PSA clearly provides that “*The PSBC bargains for all employees in the public sector, including non-unionised workers who, though they are not members of trade unions, they are part of the bargaining unit through existing extension procedures, as they belong to the industry that the PSBC represents*”. The Trade Disputes Act, Section 2, specifies that a “*Joint industrial council*” is “*a body constituted for an industry in accordance with the provisions of section 39, for the purpose of negotiating terms and conditions of employment for all employees in that industry*” (Ifezue, 2016, p. 228). Botswana is a unitary system, and this refers to the public sector, comprising central and local government.

6. Conclusion

The current study's findings revealed that the public service doesn't have bargaining councils. The parties should till the ground to make it fertile for collective bargaining. Bargaining councils are instrumental negotiating bodies capable of negotiating and arriving at binding conclusions. It is commendable that the employer and the trade unions have begun the process of resuscitating the PSBC through negotiating a new PSBC constitution. However, the process has been dragging for too long. The parties ought to speed up the process so that collective bargaining can be done under the rightful platforms, as opposed to one on one, and through cooperating trade unions. Employees should equally develop class consciousness and fight for their rights. Marxists believe that all state institutions are a means to support management's power and position. For collective bargaining to be a working platform, bargaining councils should not be viewed from a Marxist lens as superficial creations to augment employers' power. Parties should have confidence on bargaining institutions.

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ORGANIZING FUTURE LIFE AFTER RETIREMENT: A SUSTAINABLE PATHWAY

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Abstract

The study sets out to identify the rationale for the resentment often felt when phenomenon of retirement from service is mentioned among both civil and public servants in Nigeria. It also sought to bring to the fore the improvement quotient in the New Pension Act over the defunct Defined Benefit System (DBS), and the set of actions to be taken to have seamless Pension process when retiring. Additionally, the study intends to find out how the retirees could obtain additional income to sustain the same livelihood they had while in service. The study was a qualitative, which relied on descriptive research design, wherein we investigated the experiences of prospective retirees and those already retired through non-numerical data collection and analysis. Some components of the theory building through literature reviews, observations, archival retrieval, interviews, and case studies were all deployed. Data from all these sources were later triangulated. The approach revealed that: (i) it takes twelve months after retirement for the first pension income to drop. (ii) The absence of robust social security for senior citizens (retirees in Nigeria account for the resentment and subsequent mutilation of

service records to stay on. (It is not possible to split the amount standing to one's credit and for Retirement Savings Account (RSA) into monthly Programmed Withdrawal and Annuity. The study recommended a further amendment to the Act to allow access to certain percent of the fund in the RSA for investment. Before exiting employment, there should be other social security for senior citizens in the society to motivate people to proceed on retirement without compulsion.

Keywords: *pension-bank, Maina-gate, annuity, gratuity, biometric credit card.*

JEL Classification: *I13; I131; I138; J32; J33*

Introduction

The Holy Book stated that there is a time for everything. A time to be born, socialize by the family to be an acceptable member of the community into which one is born. A time to be train through elementary grade 'A' school. A time for tertiary training to acquire specific skills to aid the advancement of society, and a time to be retired to give way to younger generations with new skills to move the society to a higher level of development.

This is the crux of this study because very often the workers, particularly university lecturers, professors, are subsume by their work, teaching, research, supervising postgraduate dissertations, publications, members of committees and community service. In the process of fulfilling these functions they often forget about preparing themselves for life after disengagement, which certainly would come. This is however true of other workers in both the public and civil service of Nigeria, and perhaps in many other countries.

The propensity to forget about preparing for life after retirement is often very high because people become use to the regimented work schedule of 8am-5pm. Former Governors, their deputies and political office holders including councillors and local government chairmen, who worked only four (4) or eight (8) years get their pension paid, with extravagant social security. The visuals of retired military, policemen, public and civil servants of all grades not being able to meet socioeconomic responsibilities because of lack of pension nor social security to ensure adequate standard of living after retirement has generated a lot of negative anxiety in the minds of many people (Huseynov, 2023). Consequently, many adjust their date of birth in their employment records to stay longer in service to

remain in-service and avoid an unsecure and empty life after retirement. In extreme cases they commit various forms of corruption to provide for the future, which the state would not provide for them (Frank, 2018). This account for why every attempt to introduce Biometric system in the public and civil service record keeping have consistently been sabotaged in Nigeria.

Background of the study

Several scholars have described the phenomenon as a fixed amount to be paid to an employee at an advanced age out of employment other than wages, which would be paid at regular interval to an ex-staff or his surviving dependent in consideration of his past services. Frank (2018) averred that a plan is a deliberate course of action laid out in advance to manage the future. Thus, anyone who does not plan for the future, has only planned to be a failure when tomorrow comes. Consequently, not knowing what is in stock for one in retirement and the statutory payment system, is designing one's penury in retirement. Retirement was introduced about the 1920s when a few responsible companies pioneered formal retirement programs, which typically included a fixed retirement age coupled with a guarantee of a regular often very modest monthly income thereafter (Strauss & Sayles 1980) after the mindless exploitation of children and women in long working hours labour in the aftermath of the industrial revolution in England in the 1880s. The phenomenon was hastened by the rise of Trade Unionism in the industry.

Furthermore, the enactment of the Social Security Act of 1935 in America set the platform for organizing for the welfare of the workers in and out of service after monthly compensation would no longer flow as regularly as when they were employed (Straus and Sayles, 1980). In the USA, Employee Retirement Income Security Act (ERISA)1974 operated as a Federal Law, which directed Pension plans in private industries. While it prescribed a minimum standard for those who paid, it did not make it compulsory. ERISA provided for Defined Benefit Plan (DBP) which was based on specified monthly amount based on retiring salary and years of service. It provided for Defined Contributory Plan (DCP)-where both the employers provide matching amount in favour of the employee's contribution. It is also provided for the Public Sector, but the development of Retirement benefit received further boost with the International Labor Organization interventions.

The internationalization of trade unionism led the International Labour Organization (ILO) to enact in 1952 Social Security (minimum standard) Convention Number 122, the retirement minimum standard for the global

community. The convention specified the minimum social security that should be enjoyed by any worker, which included:

- i) Survival beyond a prescribed age, to be covered by old age pension,
- ii) The loss of support suffered by a widowed person or child due to the death of the breadwinner (survivor benefit),
- iii) Responsibility for the maintenance of children (family benefit),
- iv) The treatment of any morbid conditions (involving pregnancy), whatever it causes medical care (Medicare),
- v) A suspension of earnings due to pregnancy and confinement and their consequences (maternity benefits),
- vi) A suspension of earning due to work resulting from morbid conditions (sickness leave benefit), and
- vii) A permanent or persistent inability to engage in any gainful activity (disability benefit) (Frank, 2018).

This convention provided the nucleus for many countries, organizations, and trade unions to draw their charter of Demands, relating to social security from these minimum standard provisions. The ratification of the convention of course meant that the country, its institutions, and trade unions are committed to these provisions as the baseline for their social security provisions.

Statement of the Problem

Generally, the main problem addressed in this study was that the Nigerian state have very little social security benefits for its public and civil servants including those from the Ivory-towers (). The available one must be understood, and properly utilised. One dimension of the problematic is that the provisions and operations of the Pension Act 2014 are not fully understood on the one hand. This constitutes a major problem because if not sorted out, retirees would easily join the poverty club and live in penury. A latent aspect of the issue is that on retirement programme withdrawal after ten (10) years become problematic, one may be told that his/her fund is exhausted or one may be expected to undergo administrative measures, which may be frustrating. This is true in a 'crippled capitalist system' where institutions do not get punished for infractions. A critical aspect is that for both Programme, Withdrawal and Annuity, it is expected that the female retiree would not exceed 84 and the male 82 years of life expectancy but many have longevity. After these age ranges the insurance companies do not expect you to be alive. This is the crux of the problem of this study. How then do one continue to

have a responsible livelihood after their established live expectancy periods have been exceeded?

The fund custodians have what they termed guarantee period, which is the first ten (10) years of retirement. Both social security services are expected to run smoothly. By the eleventh year of one's retirement, problems would set in created by the social security custodian deliberately because they do not expect retirees would survive beyond this period. Again, it is within this guaranteed period that retirees 'next-of-kin' could be entitled to any indemnity, should any untoward circumstance occur. This is yet another strand of the problem.

University professors, a set of public servants do not often create families early in their career since it constitutes serious distractions for their set of duty. Consequently, when it is the time to retire, many of them do often have several of their offsprings at various levels of educational pursuits. On many occasions the pension proof to be inadequate and in-congruent with providing shelter for their families. Another dimension of the problem is that the number of lecturers who have known and taken advantage of the National Housing Fund (NHF) is negligible (Ifediora, Igwe & Ukpere, 2015), especially when the university or Ministry Department and Agencies (MDAs) have not registered with the Federal Mortgage Bank. The long-term implication of the problems identified herein is that it further reduces the life-expectancy of the retirees, who already would have challenges of meeting their medical, social, and other family needs. When they are overwhelmed with problems arising from the failure of the state and partly from them to transit smoothly into retirement, they simply die before their time. A consequence of failed governance and individual plan.

Research Questions

The range of problematics captured, triggered by the following questions:

The main question is: How can retirees continue to live their life after retirement as they were before their disengagement from service?

Specific research questions were:

i) How could retirees take advantage of both RSA and Annuity to obtain two streams of income?

ii) How expedient is the National Housing Fund for prospective retirees?

iii) What are the set of actions to be streamlined to enable retirees to live better life after retirement.

iv) What other latent treasures are necessary for a useful livelihood after retirement?

Aims and Objectives

The main aim of this treatise was to explore how retirees can continue to live their life after retirement as they were before their disengagement from service.

Specific research objectives were:

- i) To explore how retirees could take advantage of both RSA and Annuity to obtain two streams of income.
- ii) To enlighten prospective retirees on the expediciencies of National Housing Fund.
- iii) To identify the set of actions to be streamlined to enable retirees to live better life after retirement.
- iv) To articulate other latent treasures necessary for a useful livelihood after retirement.

The Area of Study

The Nigerian state adopted the liberal economic principles with both the state and the private sector as actors in the economy. This is known as ‘Mixed economy’ system. This operates within the framework of the ‘free market’ paradigm. However, the Nigerian economy is characterized by:

- a) A market society where production is for exchange. However, in Nigeria, almost everything is imported with little domestic value-added.
- b) The economy is supposed to regulate itself by the forces of market mechanism - demand and supply. These forces do not work in Nigeria because there is no internal economic dynamism to facilitate their functionality. Consequently, the producers (if any) and the sellers mindlessly exploit the market with few monopolies. Prices are not affected no matter the oversupply of anything. We therefore referred to it as a ‘crippled -capitalist system’.
- c) Profit is the determinism of every engagement (Frank, 2015). What is critical in this economy is the high propensity of employers to avoid providing for pension because it would shrink their profit margin (Mpabanga, Knight, Ukpere, 2023). However, in compliance with the ILO Convention No. 122, pension Act 2014 has streamlined pension matter in the economy, in relations to federal services, with the states having choices to make their preferred type.

Significance of the Study

Generally, the study would be of importance to those currently in service who do not know how to organize their future properly. It would also inform those in service that the amount standing to their credit in the RSA could be shifted into Annuity, and as such they can have two streams of resources for a useful livelihood

in retirement. It would also bring to the fore the fiscal resources reserved in the National Housing Fund (NHF) () and guide prospective retirees on how to take advantage of it. Lastly the study would outline social conducts that should be avoided and rejuvenated to keep one longer alive after retirement.

Literature Review

In this section of the study, we embarked on critical review of corpus of existing literature, articles, and case studies, which have addressed any aspect of the subject of this study, in order to identify and fill the gaps and create a better route to better livelihood after retirement from service and for future studies.

University of Uyo (2016), being the regulations governing staff conditions of service (as amended), provided that appointment for pensionable service shall be subject to confirmation after the first two (2) years of probation, except for persons appointed on training positions. The retirement age for university is 70 years for professorial cadre, and 65 years for all other categories of staff. The due process for retirement were outlined as verification, clearance, and authentication of terminal documents necessary for the information of the National Pensions Commission and the relevant Pension Fund Administrator (2016).

The following documents were defined as being germane for retirement: original and photocopy of letter of first appointment, birth certificate or declaration of age, promotion letters, payslip indicating grade level and steps. Letter from the employer authenticating the retirement, letter of indemnity in the case of voluntary retirement stating the amount paid as pensions or gratuity if any. Also, one passport photograph. Furthermore, voluntary retirement on health ground were provided for the theme here is procedural rather than discuss phenomenon.

The New Pension Reform Act (2014), provided for the following:

- i) A holder of a Retirement Saving Account (RSA) shall be 50 years of age or at retirement.
- ii) The RSA would generate Programme Fund Withdrawals or Annuity for life.
- iii) The above would in turn create programmed monthly/quarterly withdrawal and Annuity.

The credit standing in both account of the retiree would be spread through the expected life span of the account holder.

iv) The life Assurance company where the Annuity is place must be registered with the National Insurance Commission.

v) Section 8(1) when the holder of the annuity dies, his entitlements under the life Assurance policy shall be paid to an under writer to the named beneficiary in line with section 57 of the insurance Act 2003.

vi) No employee under the age of 50 years shall be able to make a withdrawal from his RSA.

vii) Section 83(1) mandates the RSA holder to agree with the Pension Fund Administrator (PFA) to embark on investment with the funds in its custody. The benefit earned should be credited to the individual RSA of the beneficiaries.

viii) The market for the investment of funds in section 83(1) is specified in section 86(a-I).

Strauss and Sayles (1980) discussed employee benefit programs often termed '*fringe benefit*' because they are compensation other than wages or salaries. Employees, they posited are not expected to work all through their lives, but old management gave little thought to retirement.

People were expected to plan and save for their old age or to be taken care of by their children or go into the country old people's home to be cared for by charity and Government welfare.

Two factors formalized retirement benefits: (i) About the 1920s, few responsible companies decided to formalize retirement benefits, fixing it at 65 years with guaranteed regular payment based on the last salary earned before retirement. (ii) The USA enactment of social security Act 1935 hastened the establishment of retirement benefits. This became the base level protection for most American families (Strauss & Sayles, 1980).

Richard, (2024) outline specific behavioural norms and practices that should be avoided in retirement. He submitted that since the sources of income in retirement is now narrow, expenditure should be based on: (i) budget-fixed income should be based on budget, which is a planned estimate. The budget should be replete with necessities with no luxuries, but basic things needed to live without becoming a liability to anyone including one's children. (ii) Healthcare is critical except where retirement benefit covers this. This is, however, rare. The centrality of this item rests on the fact that as we age, the body system weakens and requires medical stimulus regularly. Health should be a line item in the budget discussed above. (iii) Being stuck in the past should be avoided as much as possible. Retirement is a new chapter in one's life, hence one should not be stuck in the past. It is a time to embrace one's hobbies and serve the community more robustly. (iv) Do not isolate yourself and claim that you need to rest for a while. The body which is used to 35

years of stress would contract while illness will set in. (v) Richard further discussed the principle of being engaged in the community affairs, which the active working life did not allow you to partake. (vi) Embrace technology, use the period to accept, learn and use it to keep connected in the current world system. Android phone usage can drive away loneliness and cause one to stay connected. (vii) Change-it is the time to learn new skills and move on with life in the current Gig-economy.

The synthesis of the collective body of the literature concerned only two themes, ‘preparation for retirement and the luxuries to abstain’ from while in retirement. The University conditions of service (2016) outlined steps to be taken pursuant to retirement. The Pension Act (2014), similarly duelled on the administration of the scheme. Conversely, Richards (2024) prescribed avoidable ethics in retirement canvassed budgets, to enhance reasonable expenditure pattern on groceries.

The Pension Reform Act 2014

The objective of the Act as stated includes providing for livelihood during old age (1d). Section 5 enjoins every employer to maintain a group life insurance policy in favour of every employee for a minimum of three (3) times the annual emolument of the employee. Section 7(1) provided for Retirement Savings Account (RSA) and for Programmed Fund Withdrawal at retirement and to use a proportion of the amount in favour of the employee for the purchase of Annuity for life, with life Assurance company (NP Reform Act 2014 p.6). A retiree could move the amount standing to his credit from RSA to Annuity with a life assurance company (NIKOLIĆ, MILOJKOVIĆ, & JEMOVIĆ, 2023). How much the retiree obtain monthly is subject to the computation table provided by the National Pension Commission (PENCOM) based on the amount standing to the credit of the retiree after the consideration of several other factors that are unknown to the retirees. Section 83(1) provided inter alia that all income earned from investment of pension funds under the Act shall be credited to the individual RSA, which is hardly feasible. All these generated a problem in the context of retirement administration in Nigeria.

Categorical Imperative of Pension

In Nigeria life expectancy is precariously fixed at 65-70 years (recent data is much lower). The education of the employee is expected to take 22 years of one’s life (6 years in the house, before primary. 5 years of primary school, another 5 years of secondary, 2 years of higher school and 4-5 years of tertiary education. One would about 21 years or more old by then. In Nigeria, one year of serving the country through the compulsory National Youth Service Corps (NYSC) after all

these, one would be about 22 years old. Let us assume that one is employed after that, however, this is very unlikely. The active working life is 35 years. All these bring you to 57 years old, you are then left with 3-10 years of service to exit the service whichever comes earlier (age or working years). After 35 years one is expected to live a useful life without steady income but from gratuity (if any), which does not come regularly, added to the fact that pension in a non-welfare state where the government does not care so much for its workforce (Frank, 2018), makes it imperative to streamline the matter while in service. The organization where one spent the active part of his/her life should be obliged to comply with the provisions of ILO Convention No.122 and provide social security accordingly because at this age, there is not much one can do for him/herself in terms of another employment.

It is imperative to state that pensioners have ‘fixed income’ which is subject to Spiral inflation (rising prices which erode the purchasing power parity of the pensioners). Whenever there is review in the wages of public workers, pensioners receive less or no attention. Since pensioners do not belong to trade union, they remained at the receiving end. Monetary policy measures often affect pensioners negatively. This is why it has become a categorical imperative to chart out a sustainable pathway, considering the fixed income they receive in the absence of social securities in the nation.

Retirement as a Tool of Management

Every transactional society suffers from a deficiency of social values (Soros, 2004), a considerable content of which is variety of social security. In the absence of social security, people want to stay in their jobs. However, retirement had become the tool to shove people away and bring in new people with greater and current skills to accelerate productivity. The retirement is thus used by:

i) A few companies who insist on their highest-level executives retiring before age 65 to enable it to introduce innovation through new successors.

ii) The management may encourage early retirement to solve the problem of obsolete skills and overaged workers. This is often not very successful to clear the overaged waiting for mandatory retirement age.

iii) More technically, during a period of diminishing employment, commonly referred to as unemployment, it is difficult to employ those with critical skills. Encouraging early retirement would open the opportunities for promotion and hiring. Early retirement substitute for severance pays or layoffs occurs when the organization lay off employees owing to plant shut down, temporarily or

permanently (Strauss & Sayles 1980). Early retirement before a fixed age affords the organization the opportunity to recruit new employees with current and innovative set of skills. It is advisable that whichever form it takes it should be voluntary. This is because it could be interpreted as discriminatory, which is forbidden by most federal statutes. This explicates why the Universities allow retirement at the professorial cadre at a mandatory age of 70 years in Nigeria.

The gap, therefore, is that it is not clear how to secure additional fiscal sources to enable retirees obtain sustainable livelihood in retirement. The current work would, however, fill the gaps left by the reviewed literature by balancing out what is to be done before and during retirement. Consequently, it would fill the serious lacuna which other published works had created. It is important to state that none of the literature reviewed have addressed the concerns raised in the study objectives and research questions, which makes this work very current and relevant.

Theoretical Framework of Analysis

Generally, the study processes were guided by two applied theoretical frameworks, which underpinned the ideas that gave the study directions. This was to enable us to explicate the phenomena of retirement, firm up the thesis driven by this study, connect to other variables which when aggregated explain the subject further and enable a level of predictive wisdom. We adopted two theories to balance general and specific issues respectively, namely disengagement theory and continuity theory.

a) Disengagement Theory

Elaine Cummings and Williams Henry (1961) in their work, '*Growing Old*' first postulated that people age as a result of physical, emotional, and social changes, in what they do. They would naturally seek to disengage from what their routine had been in the society, workplace and become more focused on personal pursuit, well-being, and relationship. They further averred that there are often demands connected with the care of the elderly in society. Especially in societies where old age and social security are absent. In the same way, the care of the senior citizens who have been disengaged from routine work either voluntary or statutorily would often entail medical care, adequate nutrition, safety and environment (removing tripping hazards). Their care line would require among others, companionship (Caregiver), mental stimulation and other social interactions to maintain healthy alertness. Cummings and Williams then stressed a critical element tangential to the well-being of the retirees, financial capacity, to empower

retirees to be able to meet medications, a critical component of the welfare of the aged.

The appropriateness of this Cummings and Williams (1961) theory to the current work are for the following principles: (i) aging is a natural process and it culminate in one's inability to continue in formal setting with the same energy with which an employee joins the organization. (ii) Aging vitiates skills possessed by the aged, making it imperative for the organization to obtain a new set of skills through new hires. (iii) Implicit in the theory is the human needs, which include medications, adequate nutrition and the sundry bills that must be settled by the retirees. (iv) All these make the payment of fiscal fees herein referred to as pension to retirees a categorical imperative. Thus, disengagement from routine service must be accompanied with adequate financial pension. The inadequacy of this theory is that it did not explicate the mechanisms for organizing livelihood after retirement, given the skewed pension. We will complement the first theory with the 'Continuity theory' to explicate 'Life after requirement with regards to Nigeria's experience'.

b) Continuity Theory

The second theory was proposed by Havighurst. & Neugarten (1963) in their book, titled: 'Successful Aging'. The substances of the constructs are: (i) every individual would always strive to maintain the same lifestyle after retirement, if not better than when he was active in employment. (ii) In a nutshell, retirees would want to sustain the same lifestyle in their lives as they age with the same behaviour, attitudes, and activities. (iii) Retirees must adapt and adjust to the new environment and situation he finds himself that is entirely different from the former place he had been used to for 35 years or more.

(iv) There is need for social support and access to resources in the new environment to warrant physical, emotional, and social stability. The emphasis is on access to resources from the employer organization he spent the useful part of his life in his ability to have organized the future for himself.

It is important to note that though we may not be able to define the future, we could certainly prepare ourselves to embrace whatever become of it.

(v) Havighurst. & Neugarten raised the issues of health, pursuit of old hobbies, community service. This theory is situated in the fact that there is always the tendency for retirees to always want to be consistent with their old lifestyle in retirement.

While the first theory announced that there is time for everything, the second theory pointed to the fact that there is often the propensity of organizing the future,

while in employment if one must be consistent with the lifestyle one was used to while in service. This implies preparedness to organize life after retirement.

Methodology of the Study

The study adopted descriptive research design, which is mostly focused on the identification of the characteristics of the sampled population involved in the phenomenon. In this context the population consisted of all those who are on pensionable employment, while the sample were those who have less than 5 years to retire from service and those already five (5) years after retirement all from the University of Uyo. The strategies deploy by this approach to obtain relevant data from the sample were:

(i) observation of the actions and in-actions of the sampled population, their reactions towards retirement. (ii) Description (creating a vivid picture of the peculiarities of the sample population) and analysis (breaking down the actions of the sampled population, examining the relationship of their actions and drawing conclusion thereof based on the behaviour of the sampled population in relations to the subject of retirement. (iii) Survey component aided in abstracting the opinions, attitudes, and feelings of the sampled population. (iv) Research interviews (formal conversation with the aim of obtaining relevant data about the study from the sampled population) complemented the process (Ndiyo, 2005, Osuala, 1982, Kundu, 2009). (v) A case studies involved making a detailed examination and analysis of a particular issue or problem. It is usually intended to discover how to bring about desirable changes in a particular problem situation. However, more often, it is to gaslight on many similar situations that exist in a society. It was further intended that an understanding of one or a few cases will illuminate the others and thus aid in solving the social problems they present (Kundu, 2009).

Descriptive design often aids in the establishment of baseline data of the problem because it is often a quick, precise overview of the situation. It provides the basis of decision-making and further research. The design usually seeks the establishment of degree of association between the variables.

This study applied these components copiously in the current study, but all other components of descriptive design were also deployed in generating the qualitative data, which were all triangulated into hard data.

Procedure of Application

We proceeded to apply the descriptive design in this study as shown in **Table 1** below.

Table 1: showing the sources and descriptive data obtained.

Research Interviews	NOs/Issues	RSA Programmed Withdrawal	Annuity	Textual Analysis		Remark
Desks reviews conducted on the management of RSA	Pension Fund Administrators Accrued Right Fund	*Programmed Withdrawal (PW). *The amount paid to you on retirement is on a template approved by PENCOM	*The computation of annuity varies from one life Assurance. After factoring in life expectancy, the amount in RSA the template determines what you earn.	One may never get the last salary before retirement as monthly payment in retirement in PW and Annuity. *Funds deducted before New Pension		What turn out to be the amount you earn in retirement may never be known to you
	Guarantee period	The first 10 years	Same	If you die on the eleventh year of retirement, no payment is made to the next-of-kin.		In the event of dead within the first 10 years, next-of-kin is paid the benefit for the remaining years of the 10 years.
	Life Expectancy	Men 82 years Women 84 years	Same	Problems are expected.	Recapture, bring letter of first appointment, etc.	They are likely to create bureaucratic problems
	Duration	As long as RSA balance can accommodate. But the balance in your account is not made known to you.		They both have guarantee periods		
	Consumption of Section 83(1)	Return-on-Investment (ROI) is to be credited to the	ROI is credited to the central life	Your income earned no interest for	Whether in RSA or Annuity retirees draw	Considerable protected ignorance exits on the



Research Interviews	NOs/Issues	RSA Programmed Withdrawal	Annuity	Textual Analysis		Remark
		RSA	assurance pool	you in Annuity.	no benefit in this provision. No one has sat and negotiated with PFAs.	operations of this provisions. Retirees gain nothing, while the PFAs benefit.
2.Observations	Resentment of Retirement *Loss of Identity *Loss of routine *Lack of social security for senior citizens	*The long protocol in Pension payment sickens those observed. *The corruption in the sector created a lot of fear	*Many do not know what Annuity meant *Trust deficit of the system.	*Resentment with retirement let to the mutilation of service records. *It accounts for the refusal to automate record keeping.		*The poverty of social security in the larger society, scare employees away from retirement.
3-National Housing Fund	NHF- Every retiree had contributed 2.5 % of salary	*Its conditions are exploitative, NHF mortgage loan at 4% to FMB., who then lend to PMBs which charges. contributors at 6% Every organization ought to have registered with Federal Mortgage Bank where the fund is custodied. *Most universities/employers had no formal agreement with FMB to enable employees take advantages therein. *The ignorance is as a result of lack of awareness.		*ASUU and its affiliates considered this arrangement exploitative an started its housing for members.		Every retiree who has not been able to secure the facility is enjoined to go and collect his savings from FMB.
4- Archival/Literature	The Maina-gate	*If the government owed salary while in service, the worst is expected while out of service. *Abdulrasheed Maina -Pension scandal deflated the trust workers have in the Pension Management in Nigeria.				*Mutilation of service record to stay-on. *Pervasive corruption to provide for self in retirement given the assured failure of the state.

Research Interviews	NOs/Issues	RSA Programmed Withdrawal	Annuity	Textual Analysis	Remark	
5-Case-studies	Corruption/Ineffective Bureaucracy	<p>This formed the basic study unit of the research. The following cases were thoroughly examined.</p> <p>i) Police Pension Fraud: Suspect jailed 2 years for stealing #23 bn (Nnochiri, 2023).</p> <p>ii) Court sentences Maina to eight years in jail for #2bn Pension fraud (Ejekwonyilo, 2021).</p> <p>iii) A documentary by BBC on the pension fraud in Nigeria (Ofodu, 2021).</p> <p>iv) Two Nigerian Banks rebuked in a \$4 billion theft from pensioners (Onukwe, 2021).</p>			<p>*Corruption was ripe in Pension administration before the Pension Act 2014.</p> <p>*The suffering of pensioners took turn for the worse since 1999.</p>	<p>*At the State counterpart funding is absent couple with fund diversion.</p> <p>*Many pensioners are declared dead while alive.</p> <p>*Inaccurate records.</p>

Source: Etim Frank (2024)

Findings and Discussion

One of the most outstanding findings of this study was that it would take every retiree twelve months (1 year) from the date of retirement to access the first pension payment in Nigeria. A further inquisition of the study revealed that, this is the duration required to sought out issues between the organization one is retiring from, (IPPIS) in the case of the university lecturers, Pension Fund Administrators, Pension Commission, and the financial institutions where the fund is custodied. Now the question is: in the age of Information Communication Technology (ICT), why should it take such a long time? It is therefore imperative that retirees should embark on Mutual fund investments to survive in the interim until they start receiving their pension payouts.

Research Question and Objective 1

In this section of the study we were concerned in the context, with the objectives and the research questions. Consequently, we found that the advantages of Programmed Withdrawal and Annuity would be in the same income source (if any). It would be instructive to note that the computation of Programmed Withdrawal would be based on PENCOM template while that of Annuity income vary from one company to another. Retirees can obtain different quotation from various insurance companies (Stanbic Ibtc, 2024) to determine which have a better offer before converting their RSA into Annuity. These invariably would amount to one stream of income in retirement.

An additional income source to enable retirees to sustain the lifestyle as at when in service, as drawn from the desk reviews would include consulting (sharing expertise and knowledge to resolve organization's problems), part time employment particularly in the current Gig economy, with a flexible schedule, since the retirees now have enough time at hand. Volunteering time and skill to charitable organizations, community service etc., are just some of the avenues to earn additional income. This submission is in tandem with Merrill Lynch (2000), '*Work in Retirement: Myths and Motivations*', wherein the report averred that for financial security, social engagement, mental stimulation and health benefits provide the motivation to transit to yet another employment after retirement. This is certainly a second stream of income to complete Annuity or Programme Withdrawal.

Merill Lynch further postulated that retirees who move from retirement to another job often have strong sense of purpose, higher self-esteem and are both happier and healthier than those who do not. It should be noted that after 35 years of service, the human body get use to dynamics of activities, where there is no transition to another job, the body emaciates, look sickly and finally die early (Frank, 2018).

Lastly, this submission is in consonance with Havighurst & Neugarten (1963) 'Continuity theory, which predisposes the individual to strive to maintain consistency in their lives even in retirement. The theory considered retirement as a phase of life where individuals wish to sustain a sense of continuity in everything they were doing in the new phase in retirement. This in fact is the case with everyone even as lack of knowledge and preparedness deny them to continue with their lifestyle.

Research Question and Objective 2

We also sought to identify other sources of income which could guarantee better livelihood for the retirees, thereby looking into the compulsory National Housing Fund (NHF) where 2.5 percent monthly deductions from salary is affected. The NHF was established in 1992 by the Federal Government to address the huge housing deficit among both the civil and public servants in the country. These categories of citizens are known to be unable to erect houses of their own because of the very low minimum wage, inflation, lack of incentive to save in the banks towards owning houses of their own as a result of low interest rate. The Government then instituted the NHF to stimulate savings, mortgage for them to

obtain long term loan to build their own houses through the machination of the Federal Mortgage Bank (FMB).

It is to be noted that whole the deduction of NHF is compulsory, the enlightenment is absent as many people are not even aware of the procedure of obtaining houses through the instrumentality of the NHF. The sample group for this study, was drawn from federal universities in Nigeria, where Academic Staff Union of Universities form the most virile trade union. ASUU do not have confidence in NHF just as they the Academic Staff Union of Universities (ASUU) do not have for the Pension Fund Administrators (PFAs). It was this trust deficit that explained the rationale for ASUU registration of its own PFA.

ASUU registered NUPEMCO to take its members away from the general PFAs and have been reluctant to be involved with NHF allowing members to engage NHF on individual basis. The reasons are as captured in Table 1 among which are the exploitative conditions. It wondered why NHF mortgage loan is granted at 4 percent to Primary Mortgage Banks (PMBs) for lending at 6 percent to NHF contributors for 30 years. The union wondered what value is added by PMBs to gain 2 percent interest on each participant upon their contribution. The facility is considered dysfunctional hence it started its own housing scheme for members.

The other reasons revealed was the long processing time for mortgaged financing. As it is, members are to go to Federal Mortgage Bank to go through the processes to recover the deductions because chances are very slim to be among the beneficiaries, and the bureaucracy is discouraging. Given the less likelihood of retirees taking advantage of NHF partly because of non-engagement of the employers with the Federal Mortgage Bank, the chances of additional income from that source is nil. Consequently, the options available to earn additional income are (i) Share or stock holding - this is a system of sharing in the ownership structure of a company by promoting it through share purchase through the Stock-brokering companies. Whenever, the organization you held shares declare dividends, a retiree would gain depending on the size of his investment. When it is 'blue chips or high performing companies, it would never let any retirees go hungry even when the statutory Programmed Withdrawal or Annuity are delayed for any unknown reasons. Furthermore, land holdings in both your state of origin and city of resident. Land is a capital that appreciates overtime. Urbanization is on rapid upwards swing. Hence, it would catch up with the location of the landed property wherever they are situated. The value would then appreciate, translating into greater value for the retirees (Frank, 2018).

The Pension Act 2014 in section 16 provided inter alia that an employee shall not be entitled to make any withdrawal from RSA before attaining the age of 50 years. Be that as it may, in the course of scripting this study, a recent amendment by PENCOM approved the withdrawal of 25 per cent of the RSA for investment in House mortgage through the Primary Mortgage Banking Institution. To take advantage of this, applicants must be armed with all the titles to their land including the elusive ‘Certificate of Occupancy’ of the land among other title documents. The National Housing Fund (NHF) window should be exploited in addition to this latest opportunity. The Disengagement theory apply aptly to this situation, when you disengage you have to look forward in everything and define new sources of income, for sustainability. It therefore follows, that new sources of income entail new investment. New investment entails fiscal expenditure and savings. Lack of new stream of income means one cannot continue to live pre-retirement lifestyle. Cautiousness become the name of the game.

Accrued Right Fund

Before the advent of the New Pension Act (2014), Nigeria operates the Define Benefit System (DBS) where every year of service was compensated with a month basic salary. The financial weight was on the employer only, hence there was always backlog in time of economic challenges. All those who were in the system but did not receive anything before they migrated to the new contributory scheme are often paid a lump sum compensation known as Accrued Rights fund. The amount is often transferred into the RSA of the beneficiary. Though an extra income it is not physical income. Though this is an added advantage, it is not for those who started with the new Chilean or contributory pension system. This increases the stock of credit without changing the amount to be withdrawn monthly in the Programmed Withdrawal calculus. It only extends the duration of pension. There would be an alert indicating the payment of the sum into one’s RSA. To many this serve as gratuity, but it is not.

Research Question and Objective III

Generally, here, we are interested in what sets of actions are required not only for smooth exit but also in maintaining near status-quo as in service while in retirement. It is often said that proper planning prevents poor performance. In the context of this study, it would translate to proper preparation while in service would prevent delay in processing one’s payment. Derived from the archival, desk literature reviewed, there are two major set of actions tangential to the attainment

of the aims of the study and the realization of the research objective. One is administrative while the other is attitudinal and behavioural changes. First, the 'administrative set of actions' require prospective retirees to possess personal folio where they would assemble all documents incidental to retirement. The contents of the personal folio should include (i) original and photocopy of letter of first appointment with the organization. (ii) Birth certificate or declaration of age; (iii) Promotion letters and pay slips (iv) Letter from employee's organization attesting to the retirement qualification and first appointment (v) Letter of indemnity in case of voluntary retirement, (vi) Authenticated past record of service (vii) Pay slips as of the time of retirement (viii) Current pay slip (ix) Certificate of registration with Pension Fund Administrator with (PIN) (x) One recent passport size photograph. The data in all documents should be synchronize as variation in the date of birth for instance and date of promotion may delay processing and eventual payment.

Just in the same way the other preparatory actions are verification, clearance and authentication of terminal documents are required by the National Pension Commission and Pension Fund Administrator. Furthermore, the second requirement entails attitudinal and behavioural changes by the retirees to accept the new disposition as a phase in human life. Consequently, the new phase demands certain attitudes and behaviour as spelt out by Graeme Richards (2024). He had in his submission called on every retiree to avoid certain behavioural disposition in retirement. First, it is to be accepted as a new phase of life with its requirements of '*dos and don'ts*'.

The psychological need for consistency in livelihood in post-retirement demands changes in attitude and behaviour to restore coherence as Leon Festinger (1957) postulated. Leon Festinger and Graeme Richards (2024) seem to have agreed that the attitude and behaviour change in retirement should include adopting the strategy of budgeting all expenditure *consequent upon retirees 'fixed income'*. In the said income, 'healthcare' should assume prime of place as in most cases National Health Insurance System (NHIS) may terminate for retirees.

Retirees should learn new skills to embrace the world and stay afloat with changes in society. Furthermore, the changes should include embracing technology, getting involved in community or other affairs and staying -out rather than indoors.

These are the attitudinal and behavioural adjustments required in consonance with Havighurst & Neugarten 'Continuity theory', to remain a full member and participant in society, as retirement is just a phase in human existence and not a sentence into Siberia.

Research Question and Objective (iv)

Generally, let it be stated that Pension payment does not come immediately most often as a result of the nation's go slow syndrome in data management and the tendency for corruption in the system. It is instructive to note that before the New Pension Act Reform 2014, the Define Benefit System (DBS) with the bulk of the fiscal burden borne by the employer was obtainable. The Chilean system (Contributory) scheme was then adopted to remedy the shortcomings of the former system. The administration of the former scheme in Nigeria revealed frightening details as expose by the various Case-studies conducted for this study.

In one of the cases examined, a whopping 23 billion Naira was illegally removed by an individual for his personal use. The amount belonged to a good number of pensioners. When the state summed up courage to arrest, investigate and prosecute him, the court only handed out a mere two (2) years jail term without recovering the amount embezzled. The years of imprisonment did not serve as a deterrence to others. The implication of this was thousands of retire civil and public servants lived in penury without their pensions and died without accessing their benefits (Nnochiri, 2023).

In another case-study, a director in the Federal Public Service and former chairman, Pension Reform Task Team, misappropriated N14 billion to himself using fictitious account. The money was said to be paid to fake pensioners, non-existing contracts, illegal payment to National Union of Pension, and to fake Association of Retired Federal Civil servants (Sanni, 2020). He was convicted for a total eight (8) years (Ejekwonyilo, 2021), which many considered inadequate for the gravity of the crime. A number of people were denied their pension by this single act.

Lastly, the concern here was how to forestall spread of the corruption virus in the administration of the provisions of the New Pension Reform Act 2014. To this critical challenge we proposed the following public policy steps:

i) **Pension Bank** - the establishment of this bank to which Pension Accounts would be held, should be highly automated. Every organization would be enjoined to open a Pension unit that would obtain current particulars of prospective retirees and codify same into a Biometric credit card (Credit cards). The card would be programmed to function at the month end only. Only the amount programmed in agreement with the retirees would be dispense to the holder on monthly basis on due date range that is 25th -30th of every month. Blockchain technology should be injected into the Bank's operation to ensure security and trace every withdrawal. This would mean that about six (6) months before retirement, all the necessary

information would have been collated, amount standing in the credit to the retirees known and spread to cover at least twenty (20) years ahead by the PFA or Annuity Assurance company. The Bank would only be dispensing what had already been prepared and programmed with the awareness of the retirees.

ii) The Pension Bank would be open in all state capital, in the documentation of the retirees, he/she would state the location in retirement. The entitlement would be programmed to be paid in the Pension Bank located in his state, Universal Banking could also be allowed so that the retirees could withdraw their pension wherever they may be. The Central Bank of Nigeria would then be entrusted to manage and supervise the Pension Bank of Nigeria (PBON).

iii) **Regular Audit** of the federal workers in each state and the amount mobilized to each Pension Bank would be reconciled in the Audit report. This is to ensure that the amount fed into the Bank matches the financial resources moved into the Bank to avoid shortfall. Every month, the amount released to the Bank must match the expected number of beneficiaries in each location.

iv) **Improved Digital Record Keeping:** - Each month, the Ministries, Departments and Agencies (MDAs) records of retiring staff and the amount held in their Retirement Saving Account (RSA) would be reconciled. The reconciliation would be forwarded to the Central Bank by the heads of the organizations. The data must coincide with the amount of funds held in favour of the names in the list, which would be distributed to Pension Banks according to the intended residences of the retirees.

v) **Penalties for Infractions and Legal Framework:** - There should be a legal framework establishing the Bank and the processes enunciated and the structures herein discussed as well as prescribe strong penalties for corruption and other infractions. Corruption or any use of discretion or any infraction in the Pension administration should be equated to felony and punishable by dead or life imprisonment. This is because denying someone Pension after 35 years of working life is equivalent to murdering the retiree, who have no other income nor energy to work in any other place for livelihood. Heavy punishment would serve as deterrent to prospective criminals in this regard.

vi) **Whistleblowers:** - We must find strong incentives for whistle-blowers in this sector to watch the system. Additionally, we must encourage Civil Society Organizations with focus on protecting social security and encourage them to monitor the system. The court must be structured to ensure that every case of corruption or infraction in this sector must not last beyond ninety-days (90) in the

court processes. This is to ensure pensioners obtain their pension to have useful livelihood after retirement.

vii) **Education and Capacity Building:** -In order to ensure that the operation of the Pension Bank of Nigeria flow smoothly, staff should be informed in a workshop of the processes and demands from their compliance, while Pension unit operators in the MDAs should be imbue with the necessary skills and computers to create the data base for prospective retirees. Corruption is hydra-headed, however these measures would reduce it to the barest minimum that within the Nigerian Pension unit, to deny people their due, after 35 years of active service.

Recommendations and Conclusion

Retirement is often resented by public employees in Nigeria where there is paucity of social security to protect them after their service years. The fear is palpable when they realize that while in employment, there have been period of no salary at the worst. Consequent upon this fear, service records are often mutilated to stay on in service. The fear is heightened by the enormous corruption which had occurred in the scheme previously.

Retirement is also a management tool to replace the overaged workforce with innovative and skilful younger employees to enhance productivity. Employees must however prepare for it as detailed in this paper, because very often the tendency is for retirees to want to continue with their lifestyle on a single income in retirement. This calls for both attitudinal and behavioural changes to manage skewed income. Retirement must come as a phase in the life of employees.

Conclusion

Nigerian employees are indeed scared of retirement because the State have very often failed them while in service and fear that while out of employment, their situation might become very bad. Thus, they seek to stay-on-in service by mutilating service records. The long period it takes to process their entitlement compounds the fear. However, the New Pension Reform Act 2014, was meant to address the fears and the long processing periods of their entitlement.

One thing is obvious, the life expectancy period fixed for the Nigerian retirees by both the PFAs, and life Assurance company stand at 82 and 84 for men and women respectively. There are many people with longevity in their lineage. What would become of their Pension and Annuity should they live beyond 82 and 84 years respectively? This means that the Pension Fund Administrators and Life Assurance companies are yet other sources of fears.

Recommendations

The recommendations here would be in accord with the goals set out in the objectives and research questions, thus we submit as follows:

a) The New Pension Act 2014 should be further amended by the Legislature to allow for prospective retirees who have attained 50 years of age, while in service to be able to access and split the credit in their RSA into Programmed Withdrawals and Annuity if they so desire. This would guarantee the retirees not only two sources of income, but assurance of income flow should any come under financial meltdown. In that case, the retirees would be able to access fund in another source. In addition, the amount in the RSA should form the basis of the capital base of the Pension Bank. The Assurance companies could trade financially with the Pension Bank with the funds in their custody on a defined guideline. The retirees must not be discounted from the dividend sharing as the outcome of trading between the PFA, Insurance and the Banks using retirees' funds.

b) The Nigerian state should create several incentives and social security measures for the senior citizens or retirees. This would be an incentive for people who should disengage to retire without falsifying records to remain at work. The fact that there are other avenues for additional income for a better livelihood in retirement such as certain classes of jobs in the society in each state and local government, where retirees have the 'right-of-first refusal' reserve for them, would be a great motivation to exit public and civil services. Also, the Federal Mortgage Bank, the custodian of the National Housing Fund (NHF) should be reform to create housing incentives for retirees, who are contributors. It could be in the form of Low-Cost Housing scheme (Ifediora, et al., 2015) or in any other form. The Federal Mortgage Bank should build and offer to contributors the opportunity to occupy the properties, while their contributions serve as collateral. In other climes, they are referred to as 'veterans' and given the right of first refusal in certain jobs in relation to the Government at all levels. They should also be made to have access to free or subsidized medical services in designated hospitals.

c) The Ministries, Department and Agencies (MDAs) and other organizations should make it mandatory to assemble all prospective retirees for quarterly enlightenment workshops within the last three (3) years before their due month of retirement. The theme of the workshop should be: "preparation to exit service". All the pre-retirement activities required to have a seamless disengagement should be outlined at the training workshop. How to organize future life after retirement should be articulated. This is to ensure that retirees are aware of the entire

phenomenon, in addition educating them about their fixed incomes after retirement and how to properly utilize them as retirees.

d) Effective curtailment of Corruption: - In the processing of database at the PFAs and subsequent transfer to the Pension Bank, corruption is likely to occur. However, the regulations and processes should be well coordinated. The enforcement of the rules of engagement should be strict and punishment for corrupt actions should be greater because any act of corruption would affect the lives of several retirees. Whistle blowing and Civil Society Organizations should be made active as watchers of Pension administration. A unit should be created in both EFCC and ICPC for the expeditious enforcement of punishment arising from corruption in pension administration. We anticipate that when all these are in place, retirement will not be viewed with resentment but embraced by all those who are due for another phase of life after retirement.

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OCCUPATIONAL SAFETY AND EFFORT-REWARD IMBALANCE IN PHARMACEUTICAL MANUFACTURING FIRMS

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Abstract

The pharmaceutical manufacturing industry in Nigeria plays a pivotal role in supplying essential healthcare products to a burgeoning population. However, this industry is characterized by unique challenges related to occupational safety and effort-reward imbalance (ERI) that significantly impact the well-being of employees. Despite the critical importance of these



issues, there is a dearth of comprehensive research focusing on the intersection of occupational safety and ERI within this specific sector in Nigeria. Thus, the study aimed at investigating the influence of occupational safety on effort-reward imbalance among employees of pharmaceutical manufacturing companies in Nigeria. Three null hypotheses were formulated. 715 employees were conveniently sampled from 42 selected pharmaceutical manufacturing firms in Southeastern Nigeria for descriptive survey study. Findings revealed that occupational safety and health has no significant influence on effort-reward imbalance among employees of pharmaceutical manufacturing firms in Southeastern, Nigeria { $R^2 = .002$, $F = 1.19$, $\beta = -.028$, $t = -1.09$, $p > .05$ }; health insurance policies have no significant impact on the physical wellbeing of factory employees in pharmaceutical manufacturing companies, in Southeast, Nigeria { $X^2 = 53.51$, $F = 52.41$, $p > 0.05$ } and that safety policies and procedures do not have any significant influence on physical work load of factory employees in pharmaceutical manufacturing companies, in Southeast, Nigeria { $R^2 = -.001$, $F = 0.55$, $\beta = .02$, $t = 0.74$, $p > .05$ }. The study then recommended that pharmaceutical manufacturing companies should endeavor to employ experienced HSE officers, who are ingrained with the principles and techniques of occupational safety and health; and that the National Labour Congress through their executives should prepare a bill that will make it mandatory that all factory employees should be indemnified by health insurance policies upon resumption of duties in pharmaceutical manufacturing firms.

Keywords: occupational safety and health, effort-reward imbalance, pharmaceuticals.

JEL Classification: J28, I15, M54, L65, J81

Introduction

International Labour Organization (ILO) recently posited that 2.34 million employees die per year in work-related accidents or diseases across the globe, and approximately one-quarter of these deaths can be attributed to an unhealthy environment (Chartres, et. al., 2019, cited in Yaoqin, et. al. 2020). More so, 160 million employees equally experience non-fatal work-related diseases (Shafiei, et. al., 2019 cited Yaoqin, et. al. 2020). Some researchers believed that about 200 million employees across the globe are exposed to various occupational hazards and more than 16 million employees work in toxic and harmful workplaces, involving more than 30 different job types (Zhang, 2012; Choi, et. al., 2019;

Yaoqin, et. al. 2020). Hämäläinen (2009) findings estimated about 24 fatalities per 100,000 employees in annual work-related death rate in Nigeria, which is one of the highest in the world, according to the data collected in 2003. However, more recent studies, suggest that work-related fatalities have maintained steady increase in Nigeria between 2003 and 2012 (Hämäläinen, et. al. 2009 cited in Abubakar, 2015). Nevertheless, the importance of safety at the workplace has often been overlooked in understanding and practicing occupational health and safety (CCDCP, 2015), especially in pharmaceutical companies in Nigeria.

Occupational safety and health deals with policies and programs that ensure the physical and psychological well-being of employees, as well as proper maintenance of workplace environment, through the development, promotion, and maintenance of emergency and accidents preventive measures (Nyirenda, et. al., 2015). More so, the articles relating to OSH in construction enterprises that are relatively small until fifteen years ago, not until 2001, when the number of increased tremendously.

According to World Health Organization (WHO) (1995) occupational health includes the actions for occupational medicine, occupational hygiene, occupational psychology, safety, physiotherapy, ergonomics, rehabilitation, etc. Safety on the other side involves the protection of people from physical injury (Hughes & Ferrelt, 2008). The International Occupational Hygiene Association (IOHA) generally defines occupational health and safety (OHS) as the science that study, evaluate, recognize and control hazards arising in or from the workplace that could cause detrimental health effects on workers, which can equally have a negative impact on the surrounding communities and the general environment (ILO, 2009). Thus, OHS can be seen to concern the promotion and maintenance of the highest degree of physical, mental and social well-being of workers in all occupations (WHO, 1995). Africa is especially beleaguered with unsafe working conditions in industries such as mining, construction, manufacturing and even service. Alli (2008) describes that Africa and Asia have most unsafe practice and conditions in management of employment, informal economy, labor statistics, labor inspection and maritime safety, and the world of work.

Pharmaceutical industries are also faced by safety challenges, like the other chemical industries (Jeffress, 2020). Environment safety directly or indirectly related to human health, contaminated air in the environment or workplace can be inhaled. Air is drawn through the mouth and nose, and then into the lungs. An average person breathes in and out about 12 times a minute. Each of the twelve breaths brings in about 500 mL of air, corresponding to 6 liters of air per minute,

together with any contaminants that the air contains. Over an 8-hour working day, more than 2,800 liters of air will be breathed in and out of the lungs. In conditions of hard physical work, up to 10,000 liters may be exchanged (CCOHS, 2020). Many tons and various types of pharmaceutical substances are used. They enter the environment via excretion of industrial waste. If they are not treated and degraded completely, they could contaminate the environment (Jeffress, 2020).

Hazardous gases (CO, CN-) prevent the tissues from getting enough oxygen. Carbon monoxide binds to haemoglobin 200 times more readily than oxygen. Cyanide prevents the transfer of oxygen from the blood to tissues by inhibiting the necessary transfer enzymes. Carcinogen chemicals are associated with lung cancer (TEG, 2002). Long-term exposure to chemicals such as silica dust, engine exhaust or welding fumes has been shown to increase the risk of heart disease, stroke, and high blood pressure (SCHTA, 2017). Unfortunately most employees who work in pharmaceutical manufacturing firms, specifically in Nigeria, have fallen victims of these hazards, yet little or no aids nor strategies have been implemented to maintain the safety of these factory workers. Some of these workers are not given protective kits and gears, put on during working hours, neither are they given proper safety instructions and training that will help curtail industrial hazards. Yet, they contribute immense effort towards ensuring productivity and increasing profitability of these companies. But is this effort adequately rewarded? Certainly not.

However, the concept of effort-reward imbalance (Siegrist 1996) provides a comprehensive explanation on the adverse health effects produced by lack of reciprocity at work. Thus, the work role in adult life is considered a basic tool to link important emotional and motivational needs of a person, such as self-esteem and self-efficacy, with the social opportunity structure. The availability of an occupational status is associated with recurrent options of contributing and performing (job tasks), of being rewarded and esteemed (salary, income), and of belonging to some significant group (e.g. colleagues). Yet, these potentially beneficial effects of the work-role on self-regulation are conditional on a basic prerequisite of exchange in social life, that is, reciprocity. Effort at work is spent as part of a socially organized exchange process, to which society at large contributes in terms of rewards. These rewards are distributed to the working population by three transmitter systems: money, esteem and status control.

More so, the model of effort-reward imbalance claims that a lack of reciprocity between costs and gains, i.e. a high cost-low gain condition, defines a state of emotional distress with special propensity to autonomic arousal and associated

strain reactions (Bakker, et. al., 2000). This holds especially true if poor reward is experienced in terms of poor job stability, forced occupational change, downward mobility, or lack of promotion prospects (low occupational control). Therefore, having a demanding, but unstable job, achieving at a high level without being offered any promotion prospects, are examples of a particularly stressful working context (Bakker, et. al., 2000). In this model, two sources of high effort at work are defined, an extrinsic source, the demands on the job, and an intrinsic source, the motivations of the individual worker in a demanding situation. It is likely that persons with high need for control spend high costs in terms of energy mobilization and job involvement, even under conditions of relatively low gain (Bakker, et. al., 2000). This low gain creates emotional discomfort as a result of reward imbalance.

Unfortunately in Nigeria, most pharmaceutical manufacturing companies do not take into cognizance the safety of their factory workers, neither do they compensate them properly for the life-threatening tasks they carry out on daily basis, due to the chemical toxicity they are exposed to, in their workplace. Some of these workers are not even covered by any health insurance policy provided by the companies, bearing in mind that occupational safety should be one of the reward system provided to workers. These big pharmaceutical companies in Nigeria, ignore it and the Nigerian government has done nothing to curtail this anomaly, because no research has ever been carried out on this topic.

Therefore, it is against this background, that this study will employ quantitative analysis of the operations and governance of pharmaceutical companies in Nigeria, in order to ascertain their roles in ensuring the occupational safety of their workers, and resolve the issue of effort-reward imbalance, it might have created.

Hypotheses Formulation

Occupational Safety and health and Effort-Reward Imbalance

Most factory employees that work in most manufacturing firms in Nigeria are employed on contract basis, which invariably implies that they are not entitled to most benefits enjoyed by permanent staff, regardless of their largeness in number. These employees carry out most of the strenuous tasks, such as; operating factory machines, packaging of products, on loading and offloading of company products for sales and servicing of factory machines to mention but few, yet they earn meager salary at the end of the month compared to their permanent colleagues, who handle the company correspondences and other easy tasks, thus stimulating a sense of inequity and unfairness in the mind of these factory workers due to effort-reward imbalance.

Sadly, this perceived sense of effort-reward imbalance sometimes does ignite a sense of frustration, depression and disinterest in their jobs, because their basic pecuniary needs are not met. Some do resign from their jobs in search of other well paying jobs, while others grudgingly carry on with their daily tasks. Therefore, introducing occupational safety and health programme as a form of intervention, will not possibly be welcomed as a form reward, since their needs go beyond basic occupational safety principles, which led to the statement of the first hypothesis below,

1. Occupational Safety and health has no significant influence on effort-reward imbalance among employees in pharmaceutical manufacturing companies, in Southeast, Nigeria.

Health Insurance Policies and Physical Wellbeing of Factory Employees

Due to their employment contracts, most factory workers in Nigeria are not indemnified by any health insurance policy. Although some of companies may cover the cost of treatment of any factory worker involved in accident in their factories. Furthermore, some of the companies that have clinics may not have qualified medical practitioners, or adequate medical resources needed for the treatment of ailing workers, thus, leaving the poor employee at the mercy of unqualified medical staff. Also, depending on the nature of their contracts, some of these factory workers may not be entitled to sick leave, thus, they are forced to come to work regardless of their health conditions, which take a toll on their physical wellbeing considering the job stress associated with their tasks. Thus, from the foregoing, one can agree that most factory workers in Nigeria are prone to health hazards due to the nature of their work, which their respective companies do not cater for, thus leading to the statement of the second hypothesis which states that;

2. Health insurance policies have no significant impact on the physical wellbeing of factory employees in pharmaceutical manufacturing companies, in Southeast, Nigeria

Safety Policies and Procedures and Physical Work load of Factory Employees

During the induction training newly recruited employees, the organizers and trainers lay more emphasis on company objectives, core-values, missions and visions, thorough safety procedures and policies that should be applied in the factories are not stressed or emphasized more on during the training in most pharmaceutical firms in Nigeria. Also, due to the limited knowledge these new employees have about occupational safety principles, chances are there that they may get injured or engage in strenuous activities that will endanger their physical wellbeing in the factory. Furthermore, some of these pharmaceutical manufacturing firms in Nigeria do not employ the services of qualified and professional safety health and environmental (HSE) officers, who are charged with the responsibility of assessing daily workload to be handled by each of the factory employees; examining the functionalities and conditions of factory machines and investigating the factory's environment in search of potential hazards. Thus, contributing leading to unregulated workload carried out by these naïve employees, which invariably affects their health. Therefore, the third hypothesis we stated is that;

3. Safety policies and procedures do not have any significant influence on physical work load of factory employees in pharmaceutical manufacturing companies, in Southeast, Nigeria

Literature Review

Yu, et al. (2013) study examined the association between psychosocial job stress (by the Job Control-Demand (JCD) model and Effort-Reward imbalance (ERI) model) and musculoskeletal (MS) symptoms among workers in China. Results revealed that there is a significant association between high job strain and ERI with neck, shoulder and wrist symptoms in Chinese factory workers, which is independent of individual factors, such as; the physical factors, and other psychological variables.

Fahlén, et al. (2006) studied the effect of effort-reward imbalance and its effect on sleep disturbance and fatigue. They found out that high effort/reward ratio reduces sleep disturbance and fatigue, while low effort/reward ratio increases sleep disturbance (insomnia) and fatigue among workers.

Siegrist, et al. (2004) developed the first ERI scale ever used in research. He studied the effect of ERI on work-related stress, and found out that, that high

effort/reward ratio leads reduces work-related stress significantly, while low effort/reward ratio increases work-related stress significantly.

Van Vegchel, et al. (2002) study on the relationship between ERI and psychosomatic complaints, physical symptoms, and exhaustion of workers shows that ERI causes various forms of adverse health effects on employees. Thus, there was a significant effect of ERI on psychosomatic health, physical symptoms and mental exhaustion of workers when the ratio is low.

Adams Equity Theory

John Stacy Adams's Equity Theory posits that individuals evaluate the fairness of their work relationships by comparing their inputs (effort, contributions) to their outcomes (rewards, recognition) relative to their peers. In the context of OSH, this theory plays a crucial role in determining how individuals perceive the fairness of their working conditions and the risks they are exposed to. When employees perceive a lack of equity between their efforts and the potential hazards they face, this can result in dissatisfaction, lower morale, and reduced commitment to workplace safety (Adams, 1965).

On the other hand, OSH focuses on maintaining a safe and healthy work environment for employees. When OSH measures are inadequate or perceived as such by workers, equity theory becomes relevant. Employees who believe that their workplace is not taking sufficient measures to protect their health and safety may perceive an imbalance between their inputs (risk exposure, effort to stay safe) and the outcomes (a safe work environment) they receive. This perceived inequity can lead to dissatisfaction and increased stress, as individuals feel that they are not receiving a fair return for their efforts (Smith & Hitt, 2005).

Methodology

The research design adopted in this study is descriptive survey research design, because it permits the collection of original data and described the conditions as they existed in their natural setting. It studies the opinions, attitude, behaviours and beliefs of persons on the problems of this study. Forty-two pharmaceutical manufacturing companies operating in the five states; Abia state, Anambra state, Enugu state, Ebonyi state and Imo state, that made up the South-Eastern region. 1998 factory workers, made of technicians, machine operators and loaders based on records provided by the Human Resources Departments of these pharmaceutical manufacturing firms comprised the population of study from which 715 sample size was determined using Freud and Williams formula. The mean age of respondents is 25 years ($M = 25.3$, $SD = 5.16$).

Questionnaire Design

Data were collected through the use of five-response, Likert-typed, structured questionnaires. Johannes Siegrist, Jian Li and Diego Montano (2014) Effort-Reward Imbalance Questionnaire, a sixteen-item Likert-typed scale with some reversed coding, was used in measuring ERI, while OSH was measured using Biljana Vranješ and Mladen Todić (2019) Occupational Safety And Health System Scale, an eight-item scale with some additions with Likert-typed response.

Validity and Reliability of Research Instrument

The two scales were compiled into one questionnaire and shared among 70 respondents that were conveniently sampled from Orange Pharmaceutical Manufacturing Limited, Delta state for the study. To determine the reliability of the scales, test for internal consistency was carried out using, Statistical Packages for Social Sciences (SPSS) software tool, and the Cronbach Alpha of the scales gotten from the analysis (see Appendix) are as follows; Occupational Safety and Health Scale (OSH), $\alpha = .83$; and Effort-Reward Imbalance Scale (ERIS), $\alpha = .85$. Therefore, the two scales are statistically reliable, valid and suitable for the main study.

To further confirm the face validity of the questionnaire, two experts within the field of occupational safety and health and organizational behavior were handed a copy of the questionnaire, for corrections and modification, which they did and gave their approval for the questionnaire to be used in the study.

Findings

Hypothesis 1

Occupational safety and health will not have any significant influence on effort-reward imbalance among employees of pharmaceutical manufacturing firms in Southeastern, Nigeria.

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics		
					R Square Change	F Change	Sig.
1	.041 ^a	.002	.000	4.67325	.002	1.192	.275

Note: $p > .05$

The linear regression analysis result shows that occupational safety and health (OSH) accounted for less than 1% variance in the prediction of effort-reward

imbalance $R^2 = .002$, which is insignificant. The ANOVA result, $F= 1.19$ which checks for the effect of OSH on effort-reward imbalance, was equally insignificant, because the p -value = $.275$ is greater than 0.05 which is the acceptable significance level.

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	26.240	1.123		23.358	.000
	Occupational Safety and Health	-.028	.025	-.041	-1.092	.275

Note: $p > .05$

The unstandardized Coefficients result shows that OSH could significantly predict $\{\beta = -.028, t = -1.09, p > .05\}$ effort-reward imbalance, because p -value = $.275$ is greater than 0.05 , which is the acceptable significance level. Therefore, we accept the null hypothesis which states that occupational safety and health will not have any significant influence on effort-reward imbalance among employees of pharmaceutical manufacturing firms in Southeastern, Nigeria $\{R^2 = .002, F = 1.19, \beta = -.028, t = -1.09, p > .05\}$

Hypothesis 2

Health insurance policies have no significant impact on the physical wellbeing of factory employees in pharmaceutical manufacturing companies, in Southeast, Nigeria

Table 4.34: Chi-Square

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	52.514 ^a	40	.089
Likelihood Ratio	57.971	40	.033
Fisher's Exact Test	52.405		
Linear-by-Linear Association	5.765 ^c	1	.016
N of Valid Cases	715		

Note: $p > .05$

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics		
					R Square Change	F Change	Sig.
1	.028 ^a	.001	-.001	1.69820	.001	.552	.458

Note: $p > .05$

The linear regression analysis result shows that safety policies and procedures accounted for less than 1% variance in physical workload of employees $R^2 = .001$, which is insignificant. Also, the ANOVA result, Fisher's test, $F = 0.55$ was not significant, because the p -value = 0.458, is greater than the acceptable significance level, $p < 0.05$

Discussion

Occupational safety and health has no significant influence on effort-reward imbalance among employees of pharmaceutical manufacturing firms in Southeastern, Nigeria { $R^2 = .002$, $F = 1.19$, $\beta = -.028$, $t = -1.09$, $p > .05$ }. This implies that occupational safety and health policies, guidelines, and programmes are not adopted by most pharmaceutical manufacturing companies in Southeast, Nigeria, thereby creating imbalance in the rewards employees receive for effort they put in their various jobs. This study being the first of its kind, has confirmed that there is no significant between OSH and ERI within the Nigerian pharmaceutical manufacturing companies.

Secondly, the second hypothesis which states that health insurance policies have no significant impact on the physical wellbeing of factory employees in pharmaceutical manufacturing companies, in Southeast, Nigeria { $\chi^2 = 53.51$, $F = 52.41$, $p > 0.05$ }, which was confirmed. The finding implies that most employees that worked in most pharmaceutical manufacturing companies in Southeast region are not covered by any health insurance policies or schemes. The finding correlates with Ishola (2017) finding, which reveals that there was no significant relationship between workers safety training ($r = .062$, $p > .05$), design of equipment ($r = -.03$,

$p > .05$) and employees' wellbeing. Young-Ki, et. al. (2013) found out that working for extended working hours in the manufacturing industry showed a statistically significant increase (t test $p < 0.001$) in trend among the possible depression group when compared to the reference group and the low-mood group, this anomaly would have been controlled, if employees are enrolled in health insurance scheme, which would have carter their health and mental challenges.

Thirdly, the study found out that safety policies and procedures do not have any significant influence on physical work load of factory employees in pharmaceutical manufacturing companies, in Southeast, Nigeria $\{R^2 = -.001, F = 0.55, \beta = .02, t = 0.74, p > .05\}$, which implies that safety policies and procedures are not being followed or adhered to, by employees, thus leading to no effect on physical work load. The finding confirms Ahmadi et al. (2022) study which reveals that psychological workload was a determinant of occupational fatigue among Iranian hospital service personnel. Hence, an occupational safety policies and procedures, including job enrichment, job rotation, and work-rest cycle, are recommended. Although, Lee and Lee (2017) discovered that higher perceptions of organizational safety practices (safety climate, ergonomic practices, people-oriented culture) were significantly associated with lower physical workload, lower job strain, higher job satisfaction, lower risk perception, and lower work-related injury and symptom experiences. The finding varied from the findings of this study, but it reveals the impact occupational safe policies and procedures would have had on physical workload among employees in Southeast, Nigeria, if the impact was significant. Unfortunately, poor management, inadequate safety training and education have limited their knowledge about occupational safety guidelines.

Conclusion

The study explored the influence of occupational safety and health on effort-reward imbalance among employees of pharmaceutical manufacturing companies in Southeast, Nigeria. Ideally, training, education, policies and programmes on how to prevent industrial accidents, supposed to serve as forms of reward system for the effort employees put in their jobs in hazardous environment like the pharmaceutical factories, where workers are exposed to toxic chemicals, radiation and injurious machines. There should be provisions for compensations to victims of industrial accidents; also pharmaceutical firms should have considered enrolling all its employees in health insurance policies that will handle all expenses spent on treatments and medications. Also, he study discovered that most of the employees have limited knowledge on occupational safety policies, techniques and rules. This

lack of knowledge has led to the adoption of crude strategies in handling physical workload in their workplace. This can result to recklessness in the usage and operation of factory machines can cause severe industrial accidents.

In general, the study have proven that the neglect of occupational safety and health training, programmes and education by pharmaceutical manufacturing companies in Southeast, Nigeria; has contributed nothing to effort-reward imbalance. Thus, employees still feel sense of unfairness, injustice and inequity in their workplace, as a result of poor incentive, lack of compensation for jobs well done.

Recommendations

The following suggestions are put forward for adequate integration of occupational safety and health, which will balance effort and reward between management and employees of pharmaceutical manufacturing companies in Southeast regions, Nigeria, viz;

1) **Employment of Professional Health, Safety and Environmental (HSE) Officers:** Pharmaceutical manufacturing companies should endeavor to employ experienced HSE officers, who are ingrained with the principles and techniques of occupational safety and health. These officers should be mandated to organize comprehensive OSH training and practical seminars for employees that handle factory machines occasionally, in order to inculcate the required safety knowledge and preventive measures against industrial accidents.

2) **Enrolment of Employees in Health Insurance Schemes:** This insurance policy should indemnify employees from all medical related expenses due to treatments of ailments and injuries, which resulted from industrial accidents, job stress and mental breakdown.

3) **Review of Labour Act:** The National Labour Congress through their executives should prepare a bill that will make it mandatory that all factory employees should be indemnified by health insurance policies upon resumption of duties in pharmaceutical manufacturing firms. Also, they should make the employment of HSE officers compulsory in all pharmaceutical manufacturing firms in Nigeria. The Nigerian National Assembly should speed up the review and reading process and approve the said bill for presidential accent, upon reception.

4) **Adequate Compensation:** should be provided to victims of industrial accidents. This act will motivate them to put more effort in carrying out their task, regardless of the hazardous nature of their working environment.

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THE IMPACT OF HEALTH AND SAFETY EDUCATION ON DISASTER PREPAREDNESS

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Abstract

The usefulness of health and safety education in disaster preparedness is a pivotal subject that demands rigorous exploration and analysis. The study examined the effectiveness of health and safety education in disaster preparedness. Proportionate random sampling technique was employed to select two hundred and fifty (250) employees in Lafarge Cement Plant, Ewekoro, Ogun state. A questionnaire created by the researcher served as the data gathering tool. Multiple regression analysis was used in the data analysis. The results show that health and safety education on accident prevention significantly impact disaster preparedness ($\beta = .253$; $t = 4.961$; $P < 0.05$); health and safety education on emergency response training significantly impact disaster preparedness ($\beta = .308$; $t = 8.851$; $P < 0.05$); health and safety education on supply chain resilience significantly impact disaster preparedness ($\beta = .472$; $t = 20.017$; $P < 0.05$); health and safety education on crisis adaptation significantly impact disaster preparedness ($\beta = .382$; $t = 11.186$; $P < 0.05$); health and safety education on regulatory

compliance significantly impact disaster preparedness ($\beta = .084$; $t = 2.085$; $P < 0.05$). Based on the above result, it is therefore proposed that organizations should incorporate comprehensive health and safety education programs into their curricula, this will ensure that individuals across various disciplines and professions receive foundational knowledge on accident prevention, emergency response, supply chain resilience, crisis adaptation, and to an extent, regulatory compliance. Such programs should be dynamic, reflecting the evolving nature of risks and disasters. Employers and workplace authorities should prioritize ongoing health and safety training for employees. This should include regular drills, workshops, and simulations to reinforce emergency response skills and crisis adaptation strategies.

Keywords: *Disaster preparedness, Health and Safety education, training.*

JEL Classification: *I1; I100; I120*

1. Introduction

Effective disaster preparedness is more important than ever in a time when natural catastrophes are occurring more frequently and with greater intensity. The toll of disasters on human lives, infrastructure, and communities necessitates a proactive approach to mitigate the impact of these events. The effectiveness of health and safety education in disaster preparedness is a pivotal subject that demands rigorous exploration and analysis. As the global landscape contends with a rising number of natural disasters, including earthquakes and storms to pandemics and climate-related events, it is becoming more and more clear how education promotes readiness and resilience. Moreover, as the world grapples with the challenges presented by the ongoing COVID-19 pandemic, the study seeks to unravel the intersections between health and safety education and pandemic preparedness.

A diverse range of ideas are included in disaster preparedness, with the goal of strengthening people's and communities' ability to withstand natural or man-made calamities. Community resilience, a notion that emphasizes communities' capacity to foresee, respond to, recover from, and adapt to the effects of catastrophes, is one important component (Sheikhbardsiri, 2020). Achora and Kamanyire (2016) stress the importance of social networks, communication, and community engagement in building this resilience, highlighting the significance of collective strength. Individual and household preparedness is another key concept, emphasizing the

empowerment of individuals to take proactive measures. Al Khalaileh, Bond and Alasad (2012) highlights personal responsibility in disaster readiness, encouraging the creation of emergency plans and readiness kits. This concept recognizes that the preparedness of individuals contributes significantly to overall community resilience. Risk perception and communication, as outlined by Al Thobaity, Plummer, Innes and Copnell (2015), plays an important role in disaster preparedness. Understanding how individuals perceive and communicate risks is crucial for tailoring effective preparedness messages and strategies. This concept acknowledges the role of information dissemination in shaping public awareness and promoting informed decision-making during disasters.

Cultural competence is an essential concept that recognizes the diversity of communities and the need to integrate cultural norms and practices into preparedness efforts. Corrigan and Samrasinghe (2012) argue that culturally sensitive approaches enhance the effectiveness of preparedness initiatives, ensuring they resonate with diverse populations. Technological innovation contributes significantly to disaster preparedness. Rezaei (2018) emphasizes the incorporation of cutting-edge technologies, such as social media and Geographic Information Systems (GIS), to improve early warning systems, communication, and overall preparedness efforts. Educational initiatives form the foundation of disaster preparedness. Production organizations face unique challenges when it comes to disaster preparedness. They must not only protect their employees and assets but also ensure the continuity of their operations. Disaster preparedness isn't just about being cautious; it's a crucial investment in safety, security, and well-being. The primary reason for disaster preparedness is to protect lives. Early warnings, evacuation plans, and emergency response training can make a significant difference in reducing casualties during storms, earthquakes, fires, and other emergencies.

Disasters can cause widespread damage to homes, businesses, infrastructure, and the environment. Preparedness measures like securing buildings, stockpiling supplies, and implementing mitigation strategies can significantly reduce the damage caused by disasters (Chegini, 2022). People may manage the emotional effects of catastrophes better if they are prepared and know what to do in an emergency. catastrophes can be terrible events that cause anxiety, sadness, and post-traumatic stress disorder (PTSD). When a strategy is in place, communities can react to disasters more swiftly and efficiently, this means quicker restoration of critical services, faster resumption of businesses, and reduced long-term economic and social disruption. When individuals and communities prepare together, they

build trust, cooperation, and resilience, this strengthens social bonds and creates a network of support that can help people cope with any challenge, including disasters (Guha-Sapir, Hoyois and Below, 2015).

Preparing for disasters can save you money in the long run; having an emergency fund, securing property, and taking preventive measures can prevent costly repairs and replacements after a disaster. Many disasters are exacerbated by climate change and environmental degradation. Taking steps to adapt to and mitigate climate risks, such as protecting ecosystems and building sustainable infrastructure, can help prevent future disasters and build a more resilient future (Brewer, 2020). Disaster preparedness is a complex and vital aspect of minimizing the impact of natural or man-made disasters on communities and individuals. From early warning systems to community resilience initiatives, preparedness involves a multifaceted approach to ensure effective response and recovery. A vital part of disaster preparedness, health and safety education gives people and communities the information and abilities they need to reduce risks, respond quickly, and build resilience (Guha-Sapir, Hoyois and Below, 2015).

Health and safety education within the context of disaster preparedness encompasses a range of topics, including first aid training, evacuation procedures, disease prevention, and mental health awareness. The goal is to empower individuals to make informed decisions during crises, ultimately reducing the vulnerability of communities to the adverse effects of disasters (Hammad, Arbon, Gebbie & Hutton, 2012). One fundamental aspect of health and safety education is raising awareness about potential hazards and their associated risks. Understanding the specific threats that a community faces, whether it be earthquakes, floods, or pandemics, enables individuals to tailor their preparedness efforts accordingly. For instance, in earthquake-prone regions, education might focus on building structures resilient to seismic activity and practicing "Drop, Cover, and Hold On" drills.

Furthermore, health and safety education instil a culture of prevention and preparedness. Individuals become aware of the importance of preventive measures such as securing heavy furniture, maintaining emergency supply kits, and having a family communication plan. This proactive approach shifts the narrative from reacting to disasters to actively preparing for them, reducing the severity of potential consequences. First aid and medical training are integral components of health and safety education, equipping individuals with life-saving skills. Whether it's providing basic first aid in the immediate aftermath of a disaster or understanding how to prevent the spread of diseases during crises, these skills are crucial for reducing casualties and ensuring a swifter recovery (Ibrahim, 2014).

Mental health awareness is another critical dimension of health and safety education. Disasters often take a toll on individuals' mental well-being, and education in this realm helps communities recognize and address the psychological impact of traumatic events (Hodge, Miller & Skaggs, 2015). Understanding how to cope with stress, grief, and trauma not only fosters individual resilience but contributes to the overall recovery of the community.

Importantly, health and safety education enhance community engagement and cohesion. Communities that are well-informed and actively participate in preparedness activities are more resilient. From organizing neighbourhood drills to establishing local response teams, an educated community is better equipped to support one another during and after disasters (King, 2019). The influence of health and safety education extends beyond individuals to community institutions and organizations. Schools, workplaces, and local government bodies can integrate disaster preparedness into their policies and practices, ensuring a coordinated and efficient response. This institutional preparedness is reinforced by educated individuals who understand their roles and responsibilities within the broader community context. In light of the above background, this study therefore tends to examine the effectiveness of health and safety education in disaster preparedness.

1.1 Problem Statement

Many organizations, especially production companies, are very susceptible to a range of disasters that can significantly impact both employees and the overall business. These disasters can manifest in various forms, from workplace accidents and industrial mishaps to supply chain disruptions and natural disasters. Workplace accidents, including slips, trips, falls, and machinery-related incidents, pose a significant threat to employees in production companies. Injuries from these kinds of incidents can range from little scrapes and bruises to serious, life-threatening wounds. The immediate consequences include medical expenses, potential legal liabilities, and disruptions to production schedules. Moreover, the long-term effects may involve increased insurance premiums, decreased employee morale, and potential damage to the company's reputation. Production companies often deal with heavy machinery, complex processes, and hazardous materials. Mishaps in these areas can lead to chemical spills, equipment malfunctions, or fires. The consequences extend beyond immediate injuries to potential environmental damage, regulatory fines, and the need for extensive cleanup efforts. These disasters can disrupt operations for an extended period, resulting in financial losses and potential long-term damage to the company's standing in the industry.

Moreover, production companies rely heavily on supply chains for raw materials and components. Disasters such as natural disasters, geopolitical events, or pandemics can disrupt the supply chain, leading to delays in production and distribution. The consequences include missed deadlines, financial losses, strained relationships with clients, and potential long-term damage to the company's market position. Additionally, employees may face job insecurity, affecting morale and productivity. Natural disasters, such as earthquakes, floods, or hurricanes, can have devastating effects on production facilities. Infrastructure damage, equipment loss, and supply chain interruptions are common consequences. The immediate impact includes halted production, financial losses, and potential relocation costs (Mayner & Arbon, 2015). For employees, the disruption of their work environment and potential displacement can lead to stress, anxiety, and the need for support services. Health crises, as exemplified by the global COVID-19 pandemic, can severely affect production companies. The consequences include disruptions to daily operations due to lockdowns, employee absences, and changes in consumer behaviour. Companies may face challenges in adapting to remote work, implementing safety protocols, and ensuring employee well-being. The effects can extend to financial strain, strained client relationships, and potential long-term changes in business models (Labrage, 2016).

However, a thorough health and safety education program may help foster a culture of safety by equipping staff members with the information and abilities needed to handle crises, avoid mishaps, and adjust to changing conditions. Health and safety education programs may provide employees with the knowledge of best practices to prevent workplace accidents. Education on emergency response equips employees with the skills to handle unforeseen disasters effectively. Whether it's first aid training, fire evacuation drills, or crisis communication, a prepared workforce can respond promptly and minimize the impact of emergencies. Health and safety education extends beyond the workplace to encompass the broader business environment. Employees involved in supply chain management can receive training on risk assessment and contingency planning. Health and safety education programs prepare employees for crisis adaptation, particularly in the face of health crises or natural disasters. Training on remote work protocols, mental health support, and adapting to changes in business operations helps companies navigate unforeseen challenges. Education programs ensure that employees are aware of and adhere to relevant health and safety regulations. This compliance not only protects employees from harm but also shields the company from potential legal consequences and regulatory fines.

1.2 Research Objective

The objective of the study is:

- To establish the impact of various health and safety education, namely accident prevention, emergency response training, supply chain resilience, crisis adaptation, and regulatory compliance on disaster preparedness.

1.3 Hypotheses

To support the above research objective, the following hypotheses have been formulated:

H₁: Health and safety education on accident prevention significantly impact disaster preparedness.

H₂: Health and safety education on emergency response training significantly impact disaster preparedness.

H₃: Health and safety education on supply chain resilience significantly impact disaster preparedness.

H₄: Health and safety education on crisis adaptation significantly impact disaster preparedness.

H₅: Health and safety education on regulatory compliance significantly impact disaster preparedness.

2. Literature Review

This study is subjected to three (3) theories, which are risk perception theory, planned behaviour theory and resilience theory.

2.1 Risk Perception Theory

The psychological framework known as Risk Perception Theory explores the cognitive processes through which individuals perceive and evaluate dangers within their surrounding environment. This theory, which is rooted in cognitive psychology, offers significant insights into the determinants that impact individuals' assessments and choices concerning prospective risks (Lee, Baek & Kim, 2023). Risk Perception Theory asserts that humans do not impartially assess hazards; rather, their views are influenced by an intricate interaction of cognitive, emotional, and social elements. According to Healey, Penn, Perkins, Woods, and Addington (2013), the theory places emphasis on the notion that individuals' evaluations of risk are shaped by subjective emotions, intuitive judgments, and societal factors, rather than being solely based on logical assessments. The renowned psychologist Paul Slovic has made substantial contributions to the

advancement and comprehension of Risk Perception Theory. The author's body of work encompasses a significant period and has delved into several facets of risk perception, elucidating the psychological mechanisms that underpin individuals' perception and reaction to dangers. The study conducted by Slovic has played a crucial role in shedding light on the emotional aspects of risk perception, therefore questioning the conventional belief that individuals make decisions exclusively based on rational analysis (Lee, 2013).

A fundamental premise of this theory posits that emotions exert a pivotal influence on the formation of risk perceptions. Slovic's study highlights the tendency of individuals to depend on affective, emotional reactions while evaluating risks, and these emotions may significantly impact the process of making decisions. The theoretical framework presents the notion of the "dread factor," positing that the presence of catastrophic, uncontrolled, and potentially lethal occurrences elicits heightened emotions of anxiety and apprehension. These dangers are viewed as more important, even if their actual likelihood is rather modest. Risk Perception Theory emphasizes that humans typically utilize cognitive shortcuts or heuristics to form judgments about dangers. These mental shortcuts can lead to biases, such as the availability heuristic, where people evaluate the likelihood of an occurrence depending on its vividness or recentness in their memory. The idea acknowledges the social dimension of risk perception. People's perspectives can be impacted by media coverage, cultural conventions, and the opinions of significant individuals. The social environment can magnify or lessen the perceived intensity of a risk. Trust in authority and perceived control over a situation considerably alter risk perception. If consumers believe the information supplied by authorities and feel a sense of control over a possible threat, their perception of risk may be lower (Hawley & Beyhaghi, 2011).

The notion is vital for building effective health and safety education programs, particularly in the field of catastrophe preparedness. Health and safety education that emphasizes the emotional components of risk can be more powerful. Recognizing that hazards connected with catastrophes typically generate a sense of dread, health and safety education should modify its messaging to address and alleviate these worries. Providing tangible strategies for preparing and highlighting the efficiency of preventative efforts might help relieve the perceived dread associated with catastrophic occurrences. Given that individuals may rely on cognitive shortcuts, health and safety education should seek to deliver clear, succinct, and accurate information (Radjak & Redmond, 2014).

Health and safety education may leverage social impacts by using community-based techniques. Encouraging debates, encouraging community activities, and highlighting good social norms connected to disaster preparedness can boost the overall success of instructional programs. Educational activities should strive to establish trust in the knowledge offered and empower individuals with a sense of control over their preparation. Clear communication, open information, and direction on concrete tasks help to develop trust and a feeling of agency among participants. Hence, risk perception theory, as championed by Paul Slovic, gives vital insights into the subjective nature of how humans perceive dangers. Aligning health and safety education for disaster preparedness with the principles of this theory enhances the effectiveness of such programs by acknowledging emotional dimensions, addressing dread factors, countering cognitive biases, incorporating social influences, and building trust and empowerment.

2.2 Theory of Planned Behaviour (TPB)

The Theory of Planned Behaviour (TPB) is a widely established psychological paradigm that explains the subtleties of decision-making processes, notably in the field of health and safety. Rooted in social psychology, this theory gives useful insights into how individuals create intentions, make decisions, and execute behaviours (Chudry, Foxall & Pallister, 2011). The TPB postulates that behavioural intentions are the major determinants of engaging in a certain activity. This theory suggests that three major factors, namely behaviour attitude, subjective norms, and perceived behavioural control, shape these intentions. An individual's attitude toward conduct reflects how they feel about partaking in a given activity, including their appraisal of the behaviour's overall subjective judgment and predicted repercussions. Subjective norms are the perceived social pressure or important people' acceptance or disapproval of a behaviour; these norms impact a person's willingness to engage in the activity (Angraini & Patricia, 2019). The idea of perceived behavioural control refers to how simple or difficult an action is considered by the individual. It takes into consideration aspects such as the presence of enabling or obstructing situations and self-efficacy (Raufelder & Ringeisen, 2016). The Theory of Planned Behaviour was originally introduced by prominent social psychologist Icek Ajzen in the late 1980s. Building upon the preceding Theory of Reasoned Action, Ajzen and Sheikh enriched the paradigm by including the idea of perceived behavioural control. His research and contributions to the area have reinforced the TPB as a core paradigm in understanding and forecasting human behaviour (Ajzen & Sheikh, 2013).

The theory of planned behaviour posits that individuals are rational decision-makers who carefully analyse the implications of their acts. It shows that people participate in a cost-benefit analysis while formulating intentions to do an activity. The theory emphasizes the volitional element of action, stressing that individuals have the liberty to determine whether to engage in a certain conduct depending on their intentions. Subjective norms are subjective judgments of what others perceive is the correct or wrong action. It underlines the relevance of how individuals perceive the social environment and the influence of significant people on their decisions. The idea accepts that individuals analyse their perceived control over an activity. This perceived control can be modified by internal elements like self-efficacy and external factors like the existence of resources or impediments (Ajzen & Sheikh, 2013).

Health and safety education can impact individuals' attitudes toward disaster preparedness by stressing the beneficial benefits associated with being prepared. Emphasizing the possible advantages, such as greater safety, protection of loved ones, and reduced susceptibility, can build positive attitudes, creating a willingness to engage in preparedness actions. The training programs might deliberately include subjective norms by highlighting the social expectation and acceptability associated with disaster preparedness. Highlighting the joint responsibility of communities and the good impressions of prepared persons by their peers might inspire individuals to match their conduct with social norms. Health and safety education should focus on strengthening individuals' perceived control over catastrophe preparedness efforts. This entails giving clear, practical actions, supplying resources and tools, and addressing any hurdles. Empowering individuals with the sense that they have control over their readiness enhances their chance of transforming intentions into actions. Tailoring health and safety education to line with individuals' ideas and values is vital. Understanding the individual motives and concerns of the target audience enables the design of messages that resonate with their specific views, making disaster preparedness more personally meaningful.

The success of health and safety education is primarily based on enhancing self-efficacy, which is a fundamental component of perceived behavioural control. The programs should focus on strengthening participants' confidence in their capacity to implement preparatory habits. Hands-on training, simulations, and practical instruction add to a sense of efficacy in disaster preparedness. Disaster preparedness is not simply an individual undertaking but a communal obligation. Health and safety education may foster a feeling of communal effectiveness by

stressing that everyone plays a part in constructing resilient communities. Collaborative efforts, common aims, and mutual support can increase the subjective norms around disaster preparedness. Therefore, according to Petrea (2001), the theory of planned behaviour gives a good foundation for grasping how people create objectives and take activities connected to their health and safety, especially when it comes to being prepared for crises. Health and safety education programs that embrace the tenets of this theory are more effective because they address attitudes, take use of social circumstances, empower individuals, align with personal values, develop self-efficacy, and promote collective responsibility.

2.3 Resilience Theory

Resilience theory, anchored in psychology and ecology, studies how people, groups, and systems can withstand and bounce back from adversity. At its heart, resilience is the capacity to adjust constructively to adversity, trauma, or substantial pressures. This approach goes beyond the usual focus on risk reduction and catastrophe avoidance, stressing the necessity of establishing adaptive capacity for coping with and recovering from disasters (Potter & Bucukoglu, 2020). According to resilience theory, people, communities, and organizations are inherently able to adapt to harsh conditions and come out stronger on the other side. Rather than perceiving catastrophes only as risks being minimized, resilience theory highlights the dynamic character of systems and their potential to absorb shocks, adapt to change, and restructure in the aftermath of disruptions (Muhammadiyah, 2022). Ann Masten, a developmental psychologist, is a significant player in resilience research. Her comprehensive study focuses on understanding the components that lead to resilience in children and adolescents confronting adversity. The role of protective components, like social support and personal attributes, in promoting resilience has been underlined by Masten's study (Motti-Stefanidi & Masten, 2013).

Resilience theory implies that systems are dynamic and continually changing. It accepts that disruptions, such as catastrophes, are unavoidable, and the ability to negotiate and adapt to these changes is vital for long-term well-being. The notion asserts that people and societies innately contain potential for resilience. These skills can be triggered and strengthened through supportive settings, resources, and adaptive techniques. Resilience is not only defined by an individual's or community's exposure to danger. The existence of protective elements, such as strong social ties, access to resources, and a sense of agency, plays a significant role in developing resilience. Resilience theory highlights the significance of

adaptive capacity—the ability to learn from experiences, alter behaviors, and generate new methods in response to adversity. This adaptive capacity allows individuals and societies to change and strengthen throughout time. Resilience is considered as a relational and interrelated term. It acknowledges the effect of environmental, social, and economic aspects on the resilience of an individual or group in the face of adversity (Masten, 2018).

The theory of resilience is particularly applicable to health and safety education concerning catastrophe preparation. Resilience theory is a strengths-based approach, stressing the intrinsic talents of people and communities. Health and safety education may utilize this strategy by recognizing existing strengths, skills, and resources within communities. Recognizing and developing upon these qualities adds to a more positive and powerful disaster preparedness plan (Boe, 2015). One of the primary protective variables in resilience theory is social support and connectivity. Health and safety education programs might prioritize activities that develop social links among communities. Building a feeling of community, establishing communication networks, and promoting mutual aid contribute to a more robust social fabric capable of surviving crises. Resilience theory underlines the need for adaptive coping techniques (Boczkowska, 2022). Health and safety education should provide individuals with a varied variety of coping methods, both at the individual and communal levels. Training in stress management, problem-solving, and emotional control boosts adaptive capacity, allowing for more effective responses to disaster-related stresses. Adaptive capacity, a basic notion in resilience theory, is the ability to learn from events. Health and safety education programs may build a learning culture within communities by performing post-disaster evaluations, sharing lessons gained, and integrating input into future preparation activities. This ongoing learning process promotes adaptive ability and strengthens overall resilience.

Furthermore, resilience theory emphasizes the relevance of resources in facilitating adaptive responses to stresses (Kyunghyun, 2010). Health and safety education initiatives should focus on improving access to critical resources and information. This involves ensuring that communities are aware of available resources, know how to access them, and have contingency plans for resource mobilization before and after catastrophes. Empowering communities to actively participate in their own preparedness and recovery is a core element of resilience theory (Bello, et al., 2022). Health and safety education should not only give knowledge but also include communities in the planning and decision-making processes (Adagbor, et al, 2023). This participative method provides a sense of

action, ownership, and empowerment, crucial aspects in strengthening resilience. Resilience theory extends beyond psychological and societal dimensions to encompass environmental adaptability. Health and safety education programs can include environmental factors (Şenkai, et al., 2021) into preparation activities. This may entail supporting sustainable habits, assessing local environmental concerns, and implementing ecosystem-based techniques that promote overall community resilience. Hence, resilience theory provides a beneficial framework for boosting the efficiency of health and safety education in disaster preparedness.

2.4 Empirical Review

To ensure the safety of their guests or prevent accidents, Carreon, Inocencio, Ligoyligoy, Morillo, Sullano, Tabianan, Morales, Genabe, Nillos, and Verba (2022) identified the various establishments that were ready for disasters. Descriptive statistics like frequency counts, percentages, means, and ranks were used in the study to characterize the results. The bulk of the employees' ages in the respondents' demographic profile fell between 20 and 29. They are mostly open during the lunch and evening hours. Most Naval establishments in Biliran are ill-prepared, lacking in equipment and tools, and unsure of what to do in the event of a disaster. The findings indicate that most hotels are susceptible to various natural and man-made calamities. There are no restrictions that would prevent effective emergency planning at the establishment, and there is no proactive emergency planning. In case of an emergency, the staff members in the establishment ought to rehearse safety drills and ensure that all necessary supplies, equipment, and emergency kits are available. Convincing hotels to implement emergency management practices to effectively handle crises presents a special challenge, as does highlighting the important role that authority plays in demonstrating emergency management.

Waheeb and Huda (2018) assessed the current training, attitudes, and knowledge of Yemeni health professionals about emergency and disaster preparedness. In Yemen, a cross-sectional, non-probability research was conducted in 2017 using self-reported online and paper questionnaires. 531 medical professionals in all responded. To determine whether there were any notable differences between the professional categories' knowledge and attitudes, the Chi-Square test was employed. The findings showed that Yemeni health professionals' general level of emergency and disaster preparedness knowledge was inadequate. 32% of respondents showed good knowledge, 55% showed acceptable knowledge, and 14.5% showed bad understanding. The respondents' educational attainment

was a significant factor in the knowledge gap that existed. Regardless of employment time, postgraduate staff members had greater expertise than graduates. Within the health disciplines, doctors had more knowledge than other subgroups. Health administrators did not seem to have had enough emergency and catastrophe management training. Medical teachers fared better on the knowledge test than managers did. On the other hand, most research participants appeared to have "positive attitudes" about being prepared for emergencies and disasters. Of all those surveyed, 41% had never attended a course on disaster readiness. When learning about disaster preparedness, the trained personnel was more likely to turn to non-governmental organizations (NGOs) and internet resources. On the other hand, official resources were used, such as the MoPHP, medical facilities, and medical education initiatives. 58.9% of those polled said they had never participated in a drill for emergency preparedness or disaster relief. In the triage and mass causality response exercises, only 13.5% and 9.7% of all respondents took part, respectively. In conclusion, the dearth of educational programs is a major role in health professionals' ignorance of disaster preparedness. Therefore, emergency and disaster preparation must be taught in both the basic medical school curriculum and the continuing medical education programs offered by the health institutions. Long-term formal training, such as college and graduate degrees, is necessary (Li, 2023).

Teachers' perspectives on their role of maintaining safe and healthy work environments in secondary schools were established by Jonathan and Mbogo (2016). Every teacher and deputy principal employed by the Board of Management (BOM) of secondary schools and the Teachers Service Commission (TSC) participated in the survey. Although the study's objective was to use survey principles, these were not accessible at the time the data was being gathered. The examination was conducted using a descriptive research approach. The statistical package for social science (SPSS) version 20 was utilized for data analysis after a questionnaire guide was employed to collect the data. Frequency tables and charts were used to present the data. The results showed that most of the teaching staff was not taking part in the training programs that would have equipped them with occupational safety skills. Most of them refrained from discussing the rules pertaining to job safety. The safety of teachers was severely jeopardized at work, which affected their preparedness for health-related concerns and, as a result, their performance in general. Working with school administrations, the Ministry of Education, Science, and Technology should provide training programs for teaching

staff so that the policies of the institution governing workplace health and safety are in line with the policies of the instructors.

Sahebzadeh, Gherekhloo, and Atighechian (2020) investigate the effects of disaster preparation intervention on the attitudes, knowledge, and practices of healthcare practitioners in Shahreza City, Iran. For this one-group quasi-experimental study, 55 healthcare practitioners from Shahreza health centres were chosen using the census approach. The study involved the participants in a top-table manoeuvre, an operational manoeuvre, and a session on disaster preparedness. Before and after the workshops, they completed a two-phase questionnaire created by the researcher. The obtained data were evaluated using SPSS V. 23 using descriptive statistics and a paired t-test. The findings showed that while the mean performance scores did not significantly vary between the pre-training and post-training periods, the mean scores for knowledge, attitude, and preparation did.

In terms of employee welfare and catastrophe readiness, Alsuwaidi's (2023) study examined the role of healthcare administrators in the United Arab Emirates (UAE). In this study, a variety of techniques were used to examine the literature on emergency medical teams in disaster response, as well as the prevalence and effects of burnout among healthcare personnel. Additionally, the study looked at interventions and preventative measures for burnout in the UAE. The main conclusions are that administrators must have strategies for service continuity and quality and play a critical role in preparedness. In addition, they must address staff burnout and how it affects patient care by putting preventative and remedial measures in place.

Renschler, Terrigino, Azim, Snider, Rhodes, and Cos (2016) investigated employee views of their organization's degree of disaster preparation following a brief educational presentation on workplace emergency planning. Participants gained extensive knowledge of how management creates emergency plans and how management-employee crisis management teams implement them, with a focus on both employee and management responsibilities. Using the data from the presentation, they next assessed the preparedness of their own company for emergencies. Participants assessed their organization's degree of emergency readiness at a considerably ($p < 0.05$) higher level than non-participants. It is suggested that an evaluation of organizational readiness level be added to disaster planning training presentations to help staff members implement the content provided right away and be inspired to participate more actively in their organization's emergency planning and response. It is advised to use instructional

approaches that involve management and staff cooperation in tasks tailored to each workplace's operations and level of emergency risk.

Ochenje (2016) examined workplace disaster risk reduction programs and their effectiveness in Kenya's Eldoret Municipality's industries. Survey and assessment designs were utilized in the study. The research units were selected using simple random selection, whereas the industries were selected through intentional sampling. These people included labour officers from the Ministry of Labor (Public Health Officers); fire department officers; representatives from the Kenya Red Cross Society in the region; managers and workers from large, medium, and small-scale factories in Eldoret; and officials from the Kenya National Environment Management Authority. Data was gathered through surveys and interviews with administrators and other plant workers, and working risks were noted through observation. The data were analysed using ANOVA, t-tests, frequencies, χ^2 - squares, and descriptive statistics. According to the study's findings, providing information and training to employees is one of the most significant risk reduction tactics that organizations may use to lower workplace dangers. Candidates for jobs should ensure they obtain on-the-job training if their training is insufficient. In light of this, the research recommended that employers inquire about employees' level of expertise before assigning them to responsibilities requiring machines.

A review of research on organizational effectiveness in disaster management was conducted by Girigiri, Anele, and Badey (2019). This article employed a qualitative research technique to explore the nature of the influence of organizational effectiveness in disaster management in Nigeria. The humanist or anthropogenic view of catastrophes offered a viewpoint on how to approach understanding disaster-related difficulties, and the study employed this perspective to support Taylor's scientific management theory (also see Ukpere, 2021) as its theoretical basis. The study makes recommendations for a thorough approach to managing natural disasters that addresses risk reduction, prevention, and efficient recovery support.

3. Methodology

Using a proportionate random sample technique, the study selected 250 employees from five departments at the Lafarge Cement Plant in Ewekoro, Ogun state, using a descriptive survey research design. This sampling strategy is in line with Agbonmiewalent's (2007) suggestion, which recommends suitable sample sizes depending on the size of the population. In this instance, populations in the few hundred range were sampled with a size of at least 2 percent. Two sections (A

and B) of a questionnaire created by the researcher were used as the data collection tool. While Section B included study-related questions, Section A gathered demographic data. Twenty workers at Nigeria Brewery in Imagbon, Ogun state, who were not included in the study sample, received the questionnaire twice, separated by five days. The Cronbach alpha coefficient (internal consistency) was utilized to establish instrument reliability. The conventional threshold for a significant Cronbach’s alpha coefficient is 0.60. Hence, the Cronbach alpha for item scale measuring health and safety education on accident prevention was 0.91; while that of health and safety education on emergency response training was 0.90; the Cronbach alpha for item scale measuring health and safety education on supply chain resilience was 0.81; while that of health and safety education on crisis adaptation was 0.97; that of health and safety education on regulatory compliance was 0.93; and that disaster preparedness was 0.77. The high Cronbach alpha for all the measuring instruments reflects high-level reliability. Using the Statistical Package for Social Science (SPSS) version 20, multiple regression analysis was used to analyse the data.

4. Results

Table 1: Multiple Regression Analysis

Influencers	B	β	t	Sig	95.0% Confidence Interval for B		R	R ²	Adjusted R-squared	F	P
					Lower Bound	Upper Bound					
					(Constant)	3.088					
Accident prevention	.189	.253	4.961	.000	.114	.263	.932 ^a	.868	.865	320.210	.000 ^b
Emergency response	.185	.308	8.851	.000	.144	.226					
Supply chain resilience	.215	.472	20.017	.000	.194	.236					
Crisis adaptation	.229	.382	11.186	.000	.189	.269					
Regulatory compliance	.054	.084	2.085	.038	.003	.106					

Note: a. Disaster preparedness

Table 1 above presents results from a regression analysis, examining the relationship between the influence of accident prevention, emergency response, supply chain resilience, crisis adaptation, and regulatory compliance on disaster

preparedness. The analysis has yielded significant findings, as indicated by the low p-values (less than .05) across all predicting variables, suggesting that the influencers indeed have a significant impact on disaster preparedness.

Looking at the coefficients (β), the results infer the strength and direction of each predictor's impact on the outcome variable. For instance, supply chain resilience has the highest coefficient ($\beta = .472$), indicating that it has the strongest (47%) significant positive impact on disaster preparedness. That was followed by crisis adaptation ($\beta = .382$), which indicates that it has a strong (38%) significant positive impact on disaster preparedness, while emergency response ($\beta = .308$) indicates strong (31%) significant positive impact on disaster preparedness. The next strong predictor variable was accident prevention ($\beta = .253$), indicating that it has the strongest (25%) significant positive impact on disaster preparedness. Conversely, regulatory compliance also shows a positive impact on disaster preparedness, however, its coefficient ($\beta = .084$) is notably smaller, suggesting a weaker (mere 8%) impact compared to other factors.

The above result supports all the stated hypotheses, namely that health and safety education on accident prevention significantly impact disaster preparedness ($\beta = .253$; $t = 4.961$; $P < 0.05$); health and safety education on emergency response training significantly impact disaster preparedness ($\beta = .308$; $t = 8.851$; $P < 0.05$); health and safety education on supply chain resilience significantly impact disaster preparedness ($\beta = .472$; $t = 20.017$; $P < 0.05$); health and safety education on crisis adaptation significantly impact disaster preparedness ($\beta = .382$; $t = 11.186$; $P < 0.05$); health and safety education on regulatory compliance to some extent significantly impact disaster preparedness ($\beta = .084$; $t = 2.085$; $P < 0.05$).

The R-squared value (.868) suggests that the model explains approximately 86.8% of the variance in the outcome variable, indicating a good fit. This means that the predictors included in the model collectively account for a large portion of the variability observed in the outcome variable. The adjusted R-squared value (.865) adjusts for the number of predictors in the model, providing a more accurate estimate of the model's goodness of fit. Finally, the F-statistic (320.210) with an associated p-value of .000 indicates that the overall regression model is statistically significant, further supporting the validity of the model in explaining the variability in the effects of disaster preparedness. Overall, these results suggest that focusing on factors such as supply chain resilience, crisis adaptation, and emergency response could significantly impact disaster preparedness while also highlighting the importance of regulatory compliance, albeit to a lesser extent.

5. Discussion of Findings

The study showed that health and safety education on accident prevention has a positive significant impact on disaster preparedness. This result is consistent with the research of Amberson (2020) who stated that health and safety education focused on accident prevention serves as a cornerstone for bolstering disaster preparedness. Accidents, if unchecked, can escalate into disasters, and a well-informed population is better equipped to prevent or minimize these incidents. Such education emphasizes hazard recognition, risk assessment, and the implementation of preventive measures. Whether in the workplace, communities, or homes, the awareness generated by accident prevention education contributes significantly to a culture of safety, reducing the likelihood and severity of incidents that could lead to disasters.

The study also showed that health and safety education on emergency response training has a strong positive significant impact on disaster preparedness. This result is in line with the investigation of Murphy (2021) who affirmed that emergency response training, imparted through health and safety education, is a linchpin in fortifying disaster preparedness. This form of education goes beyond theoretical knowledge, providing individuals with practical skills to respond effectively in crisis situations. From basic first aid to advanced crisis management techniques, a well-trained workforce or community can substantially mitigate the impact of disasters. Health and safety education in emergency response fosters not only awareness of potential hazards but also ensures that individuals can take immediate and appropriate actions when disasters strike. This proactive approach, cultivated through training, plays a pivotal role in minimizing casualties, damage, and the overall disruption caused by disasters.

The study also revealed that health and safety education on supply chain resilience has a very strong positive significant impact on disaster preparedness. This discovery aligns with the study conducted by Rajabipoor (2021) who noted that supply chain resilience, intricately tied to disaster preparedness, is significantly enhanced through health and safety education. This education focuses on understanding vulnerabilities within the supply chain, implementing risk mitigation strategies, and developing robust contingency plans. Health and safety education in supply chain resilience encompasses aspects such as inventory management, supplier relationships, and alternative sourcing strategies. Through comprehensive education, individuals within the supply chain are equipped to anticipate, adapt, and respond effectively to disruptions, ensuring the continuity of critical operations even in the face of unforeseen challenges.

The study showed that health and safety education on crisis adaptation has a strong positive significant impact on disaster preparedness. This result is consistent with Cheraghi's (2019) study, which claimed that health and safety education on crisis adaptation is a vital component in enhancing disaster preparedness. This form of education goes beyond conventional approaches, preparing individuals and organizations to navigate the dynamic and unpredictable nature of crises. Crisis adaptation education emphasizes the need for flexibility, innovation, and the ability to adjust strategies in real-time. Whether in the context of natural disasters or socio-economic crises, health and safety education on crisis adaptation contributes to a resilient mindset, ensuring that preparedness strategies are not static but can evolve to meet the evolving challenges posed by various crises.

The study showed that health and safety education on regulatory compliance has a marginal positive significant impact disaster preparedness. This result is consistent with Beyramijam's (2021) study, which found that health and safety education centered on regulatory compliance emerges as a factor, to an extent, in enhancing disaster preparedness. Nevertheless, it is pertinent to note that education on regulatory compliance ensures that individuals and organizations are well-versed in and adhere to pertinent safety regulations and protocols. It ensures that responses align with established guidelines, reducing the risk of regulatory violations during crisis situations. This proactive approach, rooted in education, enhances overall disaster preparedness by minimizing the potential legal, financial, and safety risks associated with non-compliance. Moreover, it facilitates a coordinated and compliant response, ensuring that the actions taken in the aftermath of disasters align with regulatory requirements, thus contributing to a more effective and lawful recovery process.

6. Conclusion and Recommendations

In conclusion, from accident prevention to regulatory compliance, each facet of this education contributes significantly to creating resilient individuals, communities, and organizations ready to face and mitigate the impact of disasters. Firstly, the emphasis on accident prevention through health and safety education establishes a foundation for a culture of safety. Secondly, emergency response training, a key component of health and safety education, equips individuals with the skills needed to respond swiftly and effectively in crisis situations. Whether in workplaces or communities, this training ensures that individuals can take immediate and appropriate actions, minimizing casualties, damage, and overall disruption caused by disasters. It transforms theoretical knowledge into practical

responses, contributing substantially to overall disaster preparedness. Thirdly, health and safety education's focus on supply chain resilience recognizes the interconnected nature of modern systems. Through educating stakeholders on vulnerabilities, risk mitigation, and contingency planning within the supply chain, organizations enhance their ability to withstand and recover from disruptions, contributing to a more robust disaster preparedness framework.

Furthermore, health and safety education on crisis adaptation prepares individuals and organizations for the dynamic nature of crises. This education instils adaptability, innovation, and the ability to adjust strategies in real-time. Cultivation of a resilient mindset ensures that disaster preparedness strategies evolve to meet the challenges posed by various crises, whether natural or socio-economic. Lastly, health and safety education on regulatory compliance emerges as a critical factor in disaster preparedness. Through safety regulations and protocols, this education minimizes the risk of incidents arising from non-compliance and facilitates a coordinated and compliant response during and after disasters. This not only reduces legal and financial risks but also ensures that recovery processes align with regulatory requirements. In essence, the cumulative impact of these dimensions of health and safety education is the creation of a resilient and prepared society. In the light of the above conclusion, the following recommendations are worth pondering:

(i) Organizations ought to include a thorough health and safety education programs into their curricula, this will ensure that individuals across various disciplines and professions receive foundational knowledge on accident prevention, emergency response, supply chain resilience, crisis adaptation, and regulatory compliance. Such programs should be dynamic, reflecting on the evolving nature of risks and disasters.

(ii) Employers and workplace authorities should prioritize ongoing health and safety training for employees. This includes regular drills, workshops, and simulations to reinforce emergency response skills and crisis adaptation strategies. Additionally, organizations should invest in supply chain resilience education for relevant personnel, recognizing the interconnectedness of modern business operations.

(iii) Government regulatory bodies should continue to update and enforce safety regulations across industries. Furthermore, these bodies should collaborate with educational institutions to ensure that academic curricula align with the latest safety standards. Government agencies can also facilitate partnerships with industry experts to enhance the practical relevance of health and safety education.

(iv) Emergency response agencies should conduct regular joint training exercises involving various stakeholders, including educational institutions, workplaces, and community organizations. This collaborative approach ensures a coordinated and effective response during actual disasters. Agencies should also focus on disseminating information on crisis adaptation strategies to enhance community resilience.

(v) Professionals in business and supply chain management should actively seek out continuous education programs that enhance their understanding of supply chain resilience, which includes staying informed about emerging risks and adopting innovative practices that contribute to disaster preparedness. Industry associations can play a crucial role in facilitating knowledge-sharing platforms.

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WORK-LIFE BALANCE AND PERFORMANCE OF FEMALE BANKERS

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Abstract

This study investigated the influence of work-life balance on the performance of female bank employees in Enugu State, Nigeria. Specifically, it examined the relationship between time management and punctuality at work by female bank employees in Enugu state and the association between stress management and the quality of service delivery of female bank employees in Enugu state. A descriptive survey method was employed. The study collected quantitative data through the use of questionnaire administered to 117 female bank employees working in; United Bank of Africa (UBA), First Bank of Nigeria (FBN), Guaranty Trust Bank (GTB), Access Diamond Bank and Zenith Bank branches in Enugu State. Data were presented and analyzed using frequency count, simple percentage, mean, standard deviation, Pearson r correlation analysis and Chi-Square. The findings revealed a significant relationship between management and punctuality at work $\{r_1 = .94, p < .01\}$ and stress management has no significant association with quality of service delivery $\{X^2 = 7.11, df = 4, p = .130\}$ among female bank employees in Enugu state. Based on the findings, the study recommended that deposit money banks in Enugu State should introduce flexible work arrangements, such as telecommuting and flextime, to enable female employees to better manage their work and personal responsibilities; that banks should invest in mental health

programs that offer stress management workshops, mental health support, and fitness initiatives to help female bank employees cope with workplace stress and enhance their overall quality of life.

Keywords: *work-life balance, performance, female bankers, Nigeria*

JEL Classification: *J16, J22, M12, M54, G21*

1.1 Introduction

Every individual plays a crucial role within both their family unit and the broader societal framework. In contemporary business environments, the performance of employees stands as a pivotal factor in the attainment of organizational objectives. Consequently, organizations endeavor to motivate their employees through various means to elicit their optimal performance. Employee performance stands as a central focus within any institution, with all policies aimed at enhancing it. To maintain competitiveness, organizations must continuously strive to enhance and monitor employee performance. Failure to do so may lead to several challenges, posing setbacks to the organization within its sector.

Achieving a work-life balance is a significant concern for employees across various sectors, encompassing both public and private domains. It extends beyond merely prioritizing work responsibilities over personal life, encompassing social, psychological, economic, and mental well-being. These aspects collectively influence an individual's output, thereby impacting their workplace performance over time. Work-life balance bears implications for employee attitudes, behaviors, well-being, and organizational effectiveness (Eby et al., 2005). In the banking sector, the pursuit of market leadership may result in managers burdening employees with excessive workloads to meet targets. Consequently, employees may invest more time at work, compromising their personal lives, potentially leading to disrupted family dynamics and diminished social lives.

As noted by Epie (2011), the Nigerian banking sector is notorious for its culture of long working hours and high employee workloads, affecting institutions like United Bank for Africa Plc, First Bank of Nigeria Plc, and Zenith Bank Plc. These organizations grapple with work-life balance issues due to their demanding work environments. Although policies addressing work-life balance exist, their effective implementation remains a challenge (Obiageli et al., 2015). Maintaining policies that promote work-life balance is crucial for ensuring efficient service delivery to customers. The banking sector underwent reforms mandating commercial banks to

maintain a minimum capital base of 25 billion naira, leading to strategic alliances through mergers and acquisitions (Obiageli et al., 2015). This shift in focus necessitates new strategies for expansion and increasing customer bases, consequently heightening managerial expectations of employee performance. However, employees may prioritize meeting the banks' targets over personal life, potentially affecting their well-being. Hence, studying the relationship between work-life balance and employee performance is imperative (Obiageli et al., 2015).

In recent years, the balancing act between professional obligations and personal duties has become increasingly pertinent for employees within the commercial banking sector. This heightened significance arises from shifts in demographics and workplaces, such as changes in family structures, a growing reluctance towards the acceptance of long working hours, a larger presence of women in the workforce, and advancements in technology (Obiageli, et. al. 2015). These factors often make it challenging for employees to effectively prioritize between their roles at work and their personal lives. When commercial banks like United Bank for Africa plc, First Bank of Nigeria plc, and Zenith bank plc exhibit poor organizational cultures, such as offering compensation to employees for taking leave, providing inconvenient periods for leave, and failing to adhere to leave policies outlined in employment agreements (Obiageli, et. al. 2015), it can lead to overburdened workloads for employees, impacting their psychological and emotional well-being. Consequently, this can result in decreased employee performance, including issues like diminished service quality and health-related concerns (Obiageli, et. al. 2015).

Furthermore, the failure of management within these banks to adhere to work-life balance incentives such as leave entitlement, flexible work hours, and family welfare policies can exacerbate these challenges (Obiageli, et. al. 2015). This may compel some bankers to dedicate excessive hours to work at the expense of their own well-being and familial responsibilities, potentially leading to strained relationships and inadequate parental care. Personal issues faced by employees of United Bank for Africa plc, First Bank of Nigeria plc, and Zenith bank plc outside of work may demotivate them, subsequently affecting their commitment to delivering quality service to customers (Obiageli, et. al. 2015), which could, in turn, prompt customers to consider withdrawing their patronage from these banks.

In Enugu state, located in Southeastern Nigeria and predominantly inhabited by the Igbo people, a patriarchal system often prevails. Many women find themselves having to juggle family obligations alongside their professional demands, often with minimal support from their partners. Consequently, they are frequently caught

in the crossfire of balancing both spheres. These observed challenges serve as the impetus for the research investigation.

1.2 Statement of the Problem

Work-life balance is essential in helping individuals maintain physical and mental well-being, enhances job satisfaction and productivity, attracts and retains talent for organizations, fosters creativity and innovation, supports gender equality, strengthens relationships, and contributes to healthier, more engaged communities. It ultimately has a positive impact on both individual and societal welfare.

Whereas, an imbalance between the work and personal life of individuals can lead to an increase in emotional and mental stress, fatigue, job dissatisfaction, confusion, less productivity, which are mostly experienced by female employees, who are expected customarily to fulfill their gender roles as wives, mothers, and daughters in their respective homes, and equally meet up with work demands and targets by their superiors in their workplaces.

Specifically, most female bankers have challenges in managing their personal time and work life, because of their tight schedules, which expect them to be at their workplace very early, by 7:30am in the morning and close very late by 6:00pm, sometimes 7:00pm at night, in a bid to meet up with their daily targets at work. Thus, the limited time they have after closing from work, leaves them physically and mentally exhausted and unable to carry out domestic chores at home. Not only that, the carryover effect of the physical and emotional exhaustion on the next day's work, somehow affect the quality of their service delivery, which can result to a dispute between the female bankers and their superiors.

Moreover, little empirical studies have been carried out previously on the relationship between work-life balance and employee performance among female bankers in Southeast, Nigeria. None of the studies were conducted among deposit money banks in Enugu state.

Therefore, the study is aimed mainly at establishing an empirical relationship between work-life balance and performance of female bank workers.

1.3 Objectives of the Study

The main objective of the study is to examine the influence of work-life balance on employees' performance of female bankers in Enugu state. Other specific objectives are to;

- i. Investigate the relationship between time management and punctuality at work by female bank employees in Enugu state, Nigeria.

ii. Analyze the association between stress management and quality of service delivery of female bank employees in Enugu state, Nigeria

1.3 Research Questions

The following questions guided the study;

- i. What type of relationship exists between family time management and punctuality at work by female bank employees in Enugu state, Nigeria?
- ii. What is the influence of stress management on quality of service delivery of female bank employees in Enugu state, Nigeria?

1.4 mStatement of Hypotheses

The following hypotheses were tested in the course of the study;

- 1) There is significant relationship between time management and punctuality at work by female bank employees in Enugu state, Nigeria.
- 2) Stress management has a significant association with quality of service delivery of female bank employees in Enugu state, Nigeria.

Work-Life Balance

Work-life balance refers to the equilibrium an individual achieves between their professional responsibilities and personal life (Greenhaus & Allen, 2011). It encompasses the allocation of time, energy, and attention to both work-related tasks and non-work activities, such as family, leisure, and personal development (Greenhaus & Powell, 2006). Achieving work-life balance is essential for maintaining overall well-being and reducing the negative impacts of work-related stress (Allen, 2013).

Work-life balance is characterized as the degree to which an individual is similarly occupied with and similarly happy with his or her work job and family job. Work-life can be seen from the focal points of making and supporting sound condition which will empower workers to have balance among work and individual duties that will in general reinforce workers dedication and profitability (Greenhaus, Collins & Shaw, 2003). Aslam (2011) characterized work-life struggle as between job strife emerging because of clashing jobs required by organizations and from one's family. Roehing et al (2003) opined that work-life balance as an immediate aftereffect of incongruent weight from an individual family jobs and work space. Work-life balance in the working environment has turned into an increasingly critical issue as it will in general display positive outcomes, for example, low turnover, work commitment, hierarchical citizenship

conduct, in-job execution, expanded firm profitability, work fulfillment, and authoritative duty (Konrad and Mangel, 2000).

Components of Work-Life Balance

Time management: involves the efficient allocation and utilization of one's time to accomplish tasks and achieve goals within both professional and personal domains (Koestner et al., 2008). Effective time management facilitates the attainment of work-life balance by enabling individuals to prioritize responsibilities, allocate adequate time to work and non-work activities, and minimize time wasted on unproductive tasks (Cordes & Dougherty, 1993).

Stress Management: refers to the application of strategies and techniques aimed at reducing or coping with the physical, emotional, and psychological strain associated with stressors in both work and personal life (Lazarus & Folkman, 1984). Effective stress management is essential for maintaining work-life balance as it helps individuals mitigate the negative impact of work-related stressors, enhance resilience, and foster overall well-being (Kelloway et al., 2017).

Employees' Performance

Employee Performance in a firm is a very important area in the workplace. It can help the firm increase and utilize the capacity of the human resources it has. It translates into good service delivery and interaction in which affects every area of the organization. To achieve this organization need to make policies that will encourage employee performance. An employee's job performance depends on or is a consequence of some combination of ability, effort, and opportunity. But, the measurements can be done in terms of outcomes or results produced (Ferris et al., 1998). Performance is defined as the record of outcomes produced on a specified job function or activity during a specified time period. (Bernardin and Russel, 1998). According to this definition performance is set of outcomes produced during a certain time period. Hence the researchers have developed the working definition of employee performance for study purpose is that, "achievement of targets of the tasks assigned to employees within particular period of time". Performance is not only related to the action but also involves judgment and evaluation process (Ilgen and Schneider, 1991).

Components of Employees' Performance

Punctuality at work: refers to the adherence to scheduled start times, meetings, and deadlines within the professional environment (Breugh, 2008). It encompasses arriving on time for work, meetings, and appointments, as well as completing tasks within specified timeframes. Punctuality contributes to work-life

balance by allowing individuals to manage their time effectively, reducing stress associated with rushing or being late, and fostering a sense of reliability and professionalism in the workplace (Morgeson et al., 2005).

Quality of service delivery: refers to the standard of excellence or satisfaction achieved in providing goods or services to customers or clients (Parasuraman et al., 1985). It encompasses aspects such as accuracy, reliability, responsiveness, and customer satisfaction. Maintaining high-quality service delivery is essential for work-life balance as it enhances job satisfaction, reduces job-related stress, and promotes positive relationships with clients or customers, thus fostering a supportive work environment (Srivastava et al., 2015).

2.1.1 Conceptual Framework

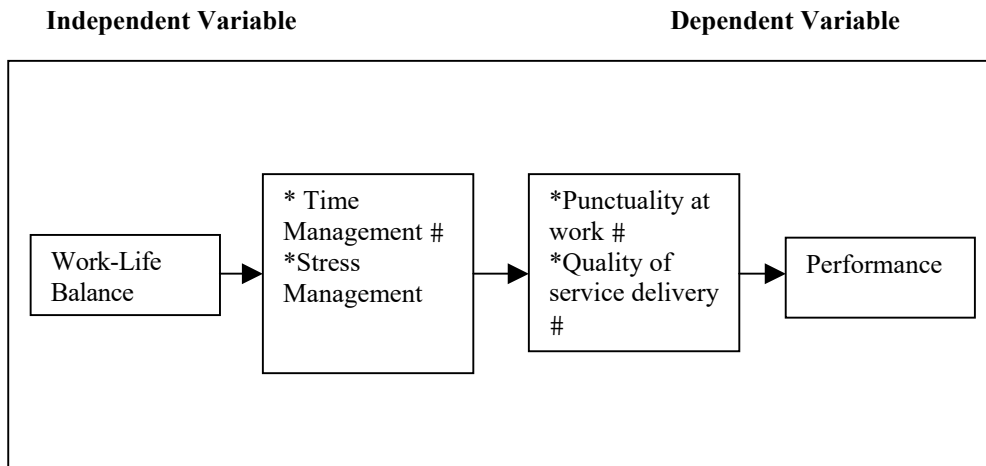


Fig 2.1 shows the proposed relationship between the proxies of work life balance, which is the independent variables and proxies of performance, which is the dependent variable. It is expected that if female bank employees manage their time properly, they will be punctual to work; and if they manage work and personal life stress effectively, they will maintain high quality service delivery.

2.2 Spill Over Theory

Staines (1980) introduced the spillover theory, which suggests that individuals carry over sentiments, emotions, mindsets, abilities, and behaviors from their work into their family life, and vice versa (Belsky, J., Perry Jenkins, M., and Croute, 1985). Theoretical advancements on the spillover theory have identified two main

types of influence: positive and negative. Positive spillover entails that satisfaction and fulfillment in one domain can lead to happiness and fulfillment in another domain. Conversely, negative spillover suggests that setbacks and distress in one domain may result in difficulties and despondency in another domain (Xu, 2009). Spillover, therefore, refers to a process whereby experiences in one's job impact their personal life. While research has explored spillover of mood, values, skills, and behaviors from one role to another, the majority of this research has focused on mood spillover.

2.3 Empirical Review

The relationship between time management and punctuality at work #

The followings are related studies on work-life balance and employees' performance;

Uzochukwu, Iyke-Ofoedu, and Obiora (2023) conducted a study to explore the impact of work-life balance on organizational performance within the Banking Industry in Nigeria. The study aimed to achieve specific objectives, including examining the influence of organizational leave policies on branch expansion and evaluating the effect of alternative work arrangements on employee retention. The research was conducted in Enugu State, Nigeria, focusing on a population of 12,000 employees across 25 banks that met the recapitalization requirement by January 2021. Utilizing the Taro Yamane sampling technique, the researchers narrowed the study population to a manageable size of 354 respondents. Research questions were addressed using mean and standard deviation, while research hypotheses were tested using single regression analysis. The findings indicated a positive and significant relationship between organizational leave policies and branch expansion (t-Statistics (8.887) > P-value (0.000)), as well as between alternative work arrangements and employee retention (t-statistics (7.446) > P-value (0.000)). The study recommended that management in the Nigerian banking industry address issues related to overwork and extended working hours by implementing strategies such as task division, offering freelancing opportunities, adopting compressed workweeks, and providing flexible work schedules to enable employees to manage their time effectively across various life roles.

Onodugo et al. (2019) explored the correlation between work-life balance and employee performance, specifically focusing on the impact of working hours on employee health, the relationship between work schedule flexibility and employee turnover, and the influence of family size on punctuality at work. Employing a survey design, data were collected through questionnaires administered to 330

employees of banks operating in Enugu State, Nigeria, selected using the stratified sampling method. The study revealed that long working hours were associated with frequent health issues among employees, a positive link existed between work schedule flexibility and employee turnover, and family size significantly affected employees' punctuality at work. These findings underscored the importance for banks to structure work arrangements in a manner that enhances productivity and minimizes conflicts between work and personal life.

The association between stress management and quality of service delivery

Essien (2014) investigated occupational stress and its associated risk factors among female employees of commercial banks in Akwa Ibom State, South-South Nigeria. The study employed a cross-sectional survey research design with a study population comprising 785 female employees across 18 commercial banks in the area. A researcher-developed questionnaire was utilized for data collection, which underwent validation for both construct and content by experts. Reliability testing using Cronbach Alpha yielded a coefficient of 0.72, indicating the instrument's reliability. Nine commercial banks were selected via simple random sampling, and 395 female employees were chosen through stratified random sampling from these nine banks, representing 50% of the total bank population. Out of 395 questionnaires distributed, 272 were retrieved (a 75% response rate). Frequencies, percentages, and multiple logistic regressions were employed for data analysis. Results indicated a significant positive influence of work overload on occupational stress ($p < 0.05$). Furthermore, findings revealed that female employees experiencing excessive work overload had over ten times higher chances of experiencing stress compared to those who did not report work overload. The study recommended that commercial bank management recruit more employees and implement effective job sharing and rotation strategies to mitigate work overload among employees.

Imbur, Agba, and Iloma (2023) examined the impact of occupational stress on employees' performance in the banking industry in Makurdi metropolis. Employing a cross-sectional survey design, 153 participants, including 66 males and 87 females aged between 18 and 36 years, were purposively recruited. Two standardized questionnaires were utilized for data collection to test formulated hypotheses. The first hypothesis, which posited that occupational stress significantly influences job performance, was supported ($\beta = .562$; $p < 0.5$), while the second hypothesis, stating that sex moderates the relationship between occupational stress and job performance, was not confirmed. Based on these findings, the study recommended a heightened awareness and understanding of the

concept of job performance and the effects of underlying variables such as work stress and sex. However, further research is warranted to explore the potential relationships and impacts of these variables alongside other extraneous factors like role ambiguity, burnout, employee motivation, and working conditions on job performance.

2.5 Gap in Empirical Literature

Though most of the related studies reviewed, explored relationships between the dimensions of work-life balance and dimensions of employees' performance, across various states and regions in Nigeria, none of the studies has been carried out in Enugu state, Nigeria. Therefore, this study was replicated in Enugu state in order to ascertain the validity and reliability of their findings.

3.1 Research Design

The research design adopted in this study was a descriptive survey research design. Anigbo (2010) sees descriptive surveys as studies in which the peculiar characters of a population are studied through a sample, which is deemed to be representative of the population. The descriptive survey research design is best suited for this study because it permitted the collection of original data and description of the conditions as they existed in their natural setting. It studied the opinions, attitude, behaviours and beliefs of persons on the problems of this study.

3.2 Area of the Study

The study was carried out in five selected deposit money banks with international authorization's business units situated in Enugu state metropolis, they include; United Bank for Africa which has 12 branches; Zenith Bank Plc which has 13 branches; First Bank of Nigeria Plc which has 19 branches; Guaranty Trust Bank which has 3 branches; and Access Diamond Bank which has 10 branches in Enugu metropolis. Enugu metropolis comprises three local government areas, namely; Enugu East, Enugu North and Enugu South. Enugu metropolis as at 2006 had a population of 722,664 and according to 2015 estimates should nearly two million residents (National Population Commission, 2006).

3.4 Population of the Study

231 female bank employees, based on records provided by the Human Resources Departments of these banks comprised the population of interest in this study.

Table 3.1: Distribution of Female bank employees From Selected Commercial Banks in Enugu State

Bank		Employees	Stratified Sample Size
United Bank for Africa	12	41	24
Zenith Bank Plc	13	45	26
First Bank of Nigeria Plc	19	41	24
Guaranty Trust Bank	3	53	37
Access Diamond Bank	10	51	35
Total		231	146

Field survey, 2023

These deposit money banks were selected based on their large number of workforce compared to other deposit money banks. Also, the number of questionnaire distributed to each selected was determined with use of Bowley’s stratified sample determination formula.

3.5 Sample Size Determination

In order to determine the sample size for the purpose of questionnaire distribution, Taro Yamane’s formula was adopted to determine the accurate sample size for the study.

The formula is stated thus:

$$n = \frac{N}{1 + N(e)^2}$$

Where:

n = Sample Size

N = Total Population

e = error margin, 5%

Therefore, substituting accordingly gives n as

$$n = \frac{231}{1 + 231(0.05)^2}$$

$$n = \frac{231}{1 + 0.58} = \frac{231}{1.58} = 146$$

The above result showed that 146 female bank employees from the selected commercial banks in Enugu state metropolis, Nigeria, were the sample size incorporated in this study. Bowley's stratified sample size formula was used to determine sample size of conveniently selected from each commercial bank.

3.6 Sampling Technique

The study adopted a convenient sampling technique – It is a non-probability sampling method used in research to select participants or subjects based on their ease of availability and accessibility to the researcher. In this sampling approach, the researcher selects individuals or items that are convenient or readily accessible to them, without employing a random or systematic selection process (Brown, 2010). This technique was adopted because of disinterest and unwillingness to participate in the survey study by some of the female bank employees because of their tight schedules.

3.7 Instrument of Data Collection

The primary data was sources through the use of five-response, Likert-typed, structured questionnaire. Items were structured to measure; time management and stress management, which are dimensions of work-life balance; and punctuality at work and quality of service delivery, which are the proxies of employees' performance.#

3.8 Reliability of the Instrument

A pilot study was adopted in order to check for the validity and reliability of the questionnaire formulated. Greenfield (2015) defined it as a small-scale, preliminary investigation conducted before the main research project. It serves as a trial run to test and refine the research design, methodology, data collection instruments, and procedures. 50 employees from Wema bank in Enugu state were used as respondents, for the pilot test of the questionnaire and a Cronbach Alpha of $\alpha = .86$ was gotten, thus affirming the internal consistency of the questions contained in the questionnaire.

3.9 Validity of Test Instrument

The face validity was adopted in validating the instrument. A copy of the questionnaire was given to my supervisor and some professionals in the field of

Research in Management Science to confirm the authenticity of the items contained in the questionnaire, in the measurement of the intended variables.

3.10 Method of Data Analysis

The data generated was presented and analyzed using Mean score and Standard Deviation for summarizing, condensing and describing the data, while simple Pearson Moment Correlation and Chi-Square, in order to check the relationship and association among variables with the aid of Statistical Packages for Social Sciences (SPSS) software, version 24.

3.11 Decision Rule

Ho will be accepted if the significance level is less than $p < .05$, which is the probability level acceptable within the management sciences.

4.1 Data Presentation

Descriptive Analysis of the Relationship between Time Management and Punctuality at Work

Table 4.2: Descriptive Analysis of Work-Life Balance

	N	Minimum	Maximum	Mean	Std. Deviation
I put total commitment and dedication in carrying out my work and family duties efficiently	117	1.00	5.00	2.9231	1.10761
I am being weighed down at work sometimes due to family demands and responsibilities	117	1.00	5.00	3.0427	1.13254
I try my possible best to manage my work time and family time efficiently and conscientiously	117	1.00	5.00	3.1368	1.12882
I try my possible best to moderate the stress generated from work and family demands	117	1.00	5.00	3.0940	1.23862
My quality of life has improved tremendously since I started this job	117	1.00	5.00	2.9231	1.10761
Valid N (listwise)	117				

Source: Field Survey, 2023

Table 4.2 shows the distribution of responses on the questions that measure the components of the independent variable, work-Life Balance which include. This result shows an even distribution, which is slightly above average [$M \geq 2.92$, $SD \geq$

1.10]. Thus, indicating positive significant responses to the type of relationship exists between family time management and punctuality at work by female bank employees in Enugu state, Nigeria

Descriptive Analysis of the influence of Stress Management on Quality of Service Delivery Table 4.3: Descriptive Analysis of Employees’ Performance

	N	Minimum	Maximum	Mean	Std. Deviation
I try as much as possible to go for recreations in other to reduce stress	117	1.00	5.00	3.3162	1.07999
I go to bed early in order to get enough rest before preparing for work the next day	117	1.00	5.00	3.0427	1.13254
My acquaintance assist me with domestic chores, while I’m at work	117	1.00	5.00	3.1368	1.12882
I do go for social functions on weekends to ease off stress	117	1.00	5.00	3.0940	1.23862
I occasionally visit the hospital for check-ups and counseling	117	1.00	5.00	3.3675	1.09543
Valid N (listwise)	117				

Source: Field Survey, 2023

Table 4.3 shows the distribution of responses on the questions that measure the components of the dependent variable, employees’ performance which include. This result shows an even distribution, which is slightly above average [$M \geq 3.04$, $SD \geq 1.01$]. Thus, indicating positive significant responses to the influence of stress management on quality of service delivery of female bank employees in Enugu state, Nigeria

4.2 Data Analysis

Hypothesis 1

There is a significant relationship between family time management and punctuality of female bank employees in Enugu state

Table 4.4: Table of Correlational Analysis of Time Management and Punctuality at Work

	I try my possible best to manage my work time and family time efficiently and conscientiously	Punctuality
Pearson Correlation	1.000	.815
	Punctuality	1.000
Sig. (1-tailed)	.	.000
	Punctuality	.000
N	117	117
	Punctuality	117

Source: Field Survey, 2023

Table 4.4 shows Pearson r result of both time management and work attendance/punctuality, the cross-tabulation result show that family time management has a significant positive correlation with work attendance and punctuality $\{r_1 = .94, r_2 = .82, p < .01\}$. Punctuality at work $\{r_2 = .82, p < .01\}$ have a significant relationship with family time management by female bank employees in Enugu state, because the p -values of Pearson r results are less than .001, thus, the alternative hypothesis is accepted.

Hypothesis 2

Stress management has no significant association with quality of service delivery by female bank employees in Enugu state

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
<i>Pearson Chi-Square</i>	7.111 ^a	4	.130
<i>Likelihood Ratio</i>	7.018	4	.135
<i>Linear-by-Linear Association</i>	.037	1	.848
N of Valid Cases	117		

Source: Field Survey, 2023

The results suggest that there is no significant association between stress management and the quality of work by female bank employees in Enugu state, as indicated by the p -values in the "Asymp. Sig. (2-sided)" column. All of the p -values (0.130, 0.135, and 0.848) are greater than the conventional significance

level (e.g., 0.05). This means that there is no strong evidence to accept the alternative hypothesis, which implies that there is no significant relationship between stress management and quality of service in the study. In other words, female bank employees in Enugu State do not manage stress effectively, which in turn influences the quality of their service delivery $\{X^2 = 7.11, df = 4, p = .130\}$.

4.3 Discussion

The first hypothesis which states that there is a significant relationship between time management and punctuality at work by female bank employees in Enugu state, was accepted. Result shows that effective time management by female bank workers correlate with work attendance and punctuality $\{r_1 = .94, r_2 = .82, p < .01\}$. Thus, the result indicates that the more female bankers manage family duties on time, the earlier they come to work. This finding goes contrary to the results gotten by Uzochukwu, Iyke-Ofoedu and Obiora (2023); Onodugo, et. al. (2019) and Orogbu, Onyeizugbe and Chukwuemeke (2015) studies which show are negative relationship between time management and punctuality at work. This difference might be attributed to variation in organizational culture and policies among the firms selected in their studies.

The second hypothesis which states that stress management has a significant association with quality of service delivery by female bank employees in Enugu state, was rejected $\{X^2 = 7.11, df = 4, p = .130\}$. This implies that female bank employees in Enugu state are face stress due to work and family demands, which affects the quality of their service delivery. This finding confirms Onodugo, et. al. (2019) Findings, which show that long hours of work correlated with frequent health breakdown of employees.

5.2 Conclusion

The study investigated the influence of work-life balance on the performance of female bank employees in Enugu state, the findings show that, female bank employees take time management seriously, in order to avoid penalties associated with lateness to work. So, female bank employees in Enugu state try their possible best to be punctual at work.

Secondly, the study revealed that stress management is ineffective among female bank employees, which can be attributed to excessive workload, strenuous domestic chores and tight schedules to meet up with the banks' unrealistic targets. These factors contribute to poor service delivery by female bank employees in Enugu state.

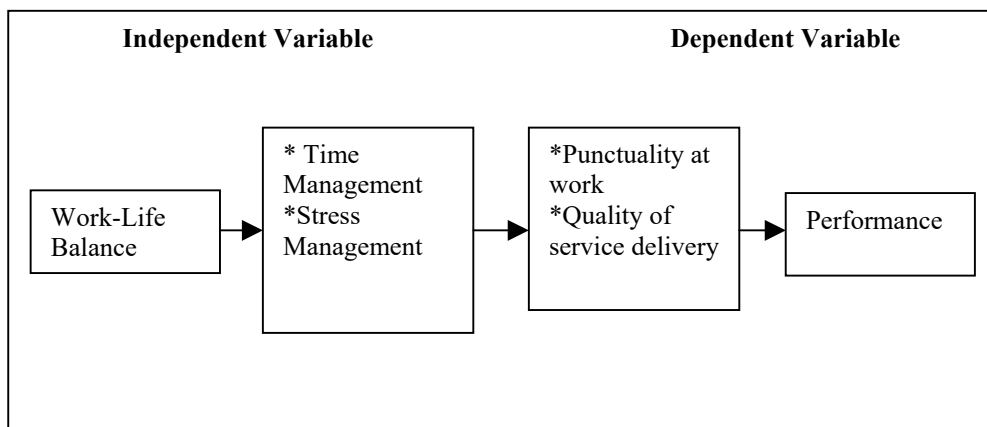
5.3 Recommendations

Certainly, here are three recommendations based on the study's findings regarding the influence of work-life balance on female bank employees' performance in Enugu State, Nigeria:

1. **Implement Flexible Work Arrangements:** the study highlights the significance of time management and work commitment in influencing employee performance. To support work-life balance, banks in Enugu State should consider implementing flexible work arrangements such as telecommuting, flextime, and compressed workweeks. These options can allow female employees more control over their work schedules, making it easier to manage both professional and personal responsibilities. Additionally, banks can explore job-sharing arrangements to provide greater flexibility to employees while ensuring operational continuity.

2. **Wellbeing Programs and Activities:** recognizing that work-life balance is intricately linked to employee well-being, banks should invest in comprehensive wellbeing programs. These programs can encompass stress management workshops, mental health support services, and fitness and wellness initiatives. By offering these resources, banks can assist female employees in coping with workplace stress and enhancing their overall quality of life, which in turn can positively impact the quality of their service delivery. Employee assistance programs (EAPs) can also be valuable in providing confidential support for personal and work-related challenges.

5.4 Contribution to Knowledge



The study has empirically established that time management has a significant influence on punctuality at work by female bank employees in Enugu state. In other words, female bank employees in Enugu state are punctual to work due to their effective time management. It has also proven that there is no significant association between stress management and quality of service delivery among female bank employees in Enugu state. In other words, female bank employees are exposed to enormous stress-related workload at work and domestic chores at home which affect the quality of service delivery. In conclusion this study is the first of its kind conducted in Enugu.

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UNDERSTANDING GENDER AGE AND HUMAN DIGNITY

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Abstract

Understanding Human Dignity, human rights law expert emphasized the pervasiveness of the idea: The idea of human dignity has likely never been more pervasive in speech or as deeply ingrained in political and legal discourse. It is a key component of both political discussion and, to an increasing extent, legal argument. The idea of human dignity's influence is undeniable. This paper has provided an analytic presentation of the relevant literature on understanding dignity and gender. Although the discussions of human dignity within these three themes draw on varied disciplines, they demonstrate a shared purpose in investigating the nature of human dignity and its implications to understanding individuals and political orders amid increasing global interdependence on historical, conceptual, and political foundations of dignity, the literature highlights three key perspectives. The government will need to embark on holistic legal and social reforms that must respond to the peculiar needs of women in the country. The government would need to immediately abolish cultural practices that continue to perpetuate inferior status of women in society.

Keywords: *human dignity, age, gender, human right*

JEL Classification: *J1, J12, J16, J18*

Introduction

The concept of dignity has become one of the hottest topics in global and international politics, especially since the emergence of a new global order that first emerged after WW II. Dignity has been the overarching moral language that binds human rights discourses and norms, and as Samuel claims, rights talk constitutes the “agenda for improving the world bringing about a new one in which the dignity of each individual will enjoy secure international protection. In the first chapter of the collection Understanding Human Dignity, human rights law expert emphasized the pervasiveness of the idea: The idea of human dignity has likely never been more pervasive in speech or as deeply ingrained in political and legal discourse. It is a key component of both political discussion and, to an increasing extent, legal argument. The idea of human dignity's influence is undeniable. However, because threats and challenges to human dignity vary in specific circumstances in time and space, and compliance with international human rights standards varies widely, the hotly contested doctrine of rights and dignity remains open to challenge and consideration. Philosophers, legal scholars, historians and political theorists question the concept of dignity, but International Relations (IR) scholars have yet to develop a theory.

Fully understand its implications for the study and practice of world politics. Although dignity has been deficient in philosophy, where dignity first attracted attention as an area of study, dignity-focused discourse is ubiquitous in Western politics, philosophy, law, and everyday human discourse. Despite previous high-profile attempts to introduce human dignity as a subject of study for scholars of global politics and transnational studies, this kind of neglect in the philosophical field is very similar to IR research.

In their widely piece, conceded that human dignity is universal to all human societies, maintained that dignity and rights are two different concepts, asserted that human rights are purely Western inventions, and contended that only the Western notion of rights is appropriate for what were then the conditions of global politics. Gender equality, also known as sexual equality or equality of the sexes, is the state of equal ease of access to resources and opportunities regardless of gender, including economic participation and decision-making; and the state of valuing different behaviors, aspirations and needs equally, regardless of gender. Gender equality is the goal, while gender neutrality and gender equity are practices and ways of thinking that help in achieving the goal. Gender equality, used to measure gender balance in a given situation, helps achieve gender equality but is

not an end in itself. Gender equality is more than just equal representation, it is closely linked to women's rights and often requires policy change. Since 2017, the global movement for gender equality has failed to accept concepts of gender other than women and men, and gender identities other than gender dualism.

According to UNICEF, gender equality means that women and men, girls and boys have equal rights, resources, opportunities and protection. Girls and boys, women and men don't have to be the same, or be treated exactly the same. To achieve global gender equality, eliminate harmful practices against women and girls, such as sex trafficking, killing of women, wartime sexual violence, gender pay gaps and other oppressive tactics. is also required. UNFPA said: Despite the recognition of women's human rights in many international agreements, women are still much more likely to be poor and illiterate than men. They have less access to property, credit, education and employment. It's less. This is partly due to the outdated stereotype that women are housewives who bear children rather than breadwinner. They are much less likely to be politically active than men and are much more likely to be victims of domestic violence. Since 2017, gender equality has been her fifth of the United Nations' Sustainable Development Goals (SDG 5). Gender inequality is measured annually using the United Nations Development Programme's Human Development Report.

Cultural chauvinism that is persistent among human rights scholars in the Global North, and he argues that adherence to universal human rights requires the intensive study of each society's culture to know particular beliefs, norms, and practices that are supportive of international standards of universal dignity. If dignity is universal to all human societies, as conceded, then an inclusive notion of human dignity should be the basis of international politics and not the narrow-minded and chauvinistic Western notion of human rights. This notion of dignity as the basis of human rights was further explicated through a call for a pluralist and inclusive notion of dignity of the human person (regardless of one's social, economic, gender, and cultural identities) as well as the rewriting of rules of global economic governance to facilitate just redistribution of global wealth Despite those important debates about human dignity, IR scholars have studied human rights as a set of discourses and practices in a quite exhaustive manner in the past three decades without a full investigation and analysis of the notion of human dignity. For example, in his seminal introductory text *Human Rights in International Relations*, did not explicitly and sufficiently conceptualize the notion of dignity in the practice and study of human rights in world politics, except for this overarching statement: "Human rights was widely seen as a useful means to help achieve

human dignity in contemporary international relations”. Similarly, in), the contributors did not explicitly analyze the role of dignity in the construction of the human individual in the global order, although dignity was mentioned twice in passing due to a peripheral discussion in chapter on ancient Greeks’ notion of human nature and its implications on human needs in foreign policy. This marginalization of dignity in both the practice and study of IR is also reflected in the prominent anthology titled *The Cambridge* .

Handbook of Human Dignity, which does not explicitly problematize dignity as an organizing concept or even as a normative value for the contemporary global order, although there are some peripheral allusions to the concept of human dignity in the chapters focusing on global justice international wars, and the economy. Despite this universal conception of human dignity, racism and socioeconomic stratification in world politics constitute the dominant exploitative logics of the contemporary world order. Based on that Eurocentric account of rights and dignity, Global South societies are mere beneficiaries of uniquely Western human rights ideology (which is obviously wrong). Gender refers to socially constructed identities, attributes and roles for women and men. The term gender is not interchangeable with women. Society’s social and cultural meaning for these biological differences results in hierarchical relationships between women and men, and in the distribution of power and rights favouring men and disadvantaging women. This social positioning of women and men is affected by political, economic, cultural, social, religious, ideological and environmental factors, and can be changed by culture, society and community.

Gender constructions are dynamic and fluid; they change over time and can be different in different cultures. As an example of socially learned differences, women’s role in most societies has traditionally been to take care of the household and the children, whereas the role of men has been to provide for the family by working outside the home. In most societies, these traditional perceptions of women’s and men’s roles have changed and are constantly evolving.

The condescending tone and exploitative political logics of Eurocentrism do not stop at the scholarly and policy discourses front. While Eurocentric advocates uphold the fictional view that human rights and dignity are uniquely Western inventions, persistent talks and practices dehumanize people of color, particularly Black people, even in supposedly liberal White-dominant societies in the Global North.

International Human Right and Human Dignity

In recent decades, few ideas have received as much attention as that of human rights. But what, exactly, are human rights? A popular answer characterizes them as entitlements that all human beings possess by virtue of their inherent dignity and that exist independently of legal or social recognition. This definition, which draws a conceptual link between human rights and dignity, is prominent in scholarly circles, human-rights documents, and political discourse more generally. For instance, the *Despite its popularity, this way of connecting dignity and human rights is uninformative at best, and counter-productive at worst. It is uninformative because the notion of inherent dignity is opaque. It is often just a placeholder for whichever human attribute grounds human rights, with different philosophical traditions disagreeing on the relevant attribute. Reference to inherent dignity is also counterproductive, since it pushes the debate on human rights into deep metaphysical waters, and distracts from their political function:*

placing constraints on the conduct of powerful actors. Humans' status dignity and inherent dignity are brought together in debates about human rights. Human rights are often defined as standards of treatment that people demand because of their inherent dignity. In my terms, they are standards of dignity for the passive status of humans, based on their inherent dignity. Incorporating inherent dignity into the definition of human rights is considered necessary to distinguish them as a special kind of universal moral right. For example, suppose we all have a right not to be pushed out onto the street. Still, it's strange to suggest that if someone treated me roughly, she would violate my human rights. The plausible explanation for this ruling is distasteful and perhaps false to shove, but it is not an affront to my innate dignity and therefore does not constitute a violation of the "dignified" standards of care embodied therein.

human rights. Similarly, insults from friends. It may hurt and insult people, but I hesitate to call it a violation of human rights precisely because it does not insult the original dignity of human beings. While initially useful, the conceptual link between human rights and inherent dignity is problematic. Unlike status dignity, inherent dignity has metaphysical implications. Unless "inherent dignity" remains an empty category or an unresolved primitive, those participating in discussions about it are obliged to refer to it.

A human right to take a stand on what gives man this "inner transcendental core," in the words of Michael Rosen. But controversy erupts as soon as the topic is brought up. For example, those who sympathize with Kant understand that the inherent dignity lies in human autonomy. The problem with this view in the context

of human rights is that its proponents prevent people without autonomy, such as young children and people with severe intellectual disabilities, from being included in groups of human rights holders.

Critics examining the relationship between dignity and autonomy. One might argue that the inherent dignity of man arises from the privileged relationship between man and God. But here too, further disagreements about which gods matter are inevitable. And if only the senses give humans their inherent dignity, we should conclude that some animals other than humans are likewise endowed with their own dignity, and are endowed with that dignity.

Regional Women's Right

Historically, women have been excluded from political activism and decision-making processes. The movement for women's participation in public and political life dates back from her 19th century to her 20th century and continues to this day. At the time of World War I, few parliamentary democracies allowed women to vote. When the United Nations was established in 1945, more than half of 51 countries that had ratified the Charter still denied women the right to vote, or gave them limited voting rights. According to the Universal Declaration of Human Rights, everyone has rights. The right to exercise to involve your government. One of the first tasks of the Commission on the Status of Women was the drafting of the 1952 Convention on the Political Rights of Women. The Convention on the Elimination of All Forms of Discrimination against Women builds on earlier Conventions, whose Article 7 deals with the Convention on the Political Rights of Women. Access to decision-making in political and public life. Article 7 guarantees the right of women to vote in all elections and public referendums and to be eligible for election to all publicly elected bodies, the right to participate in the formulation of government policy and its implementation, to hold public office and perform all public functions at all levels of government, and the right to participate in non-governmental organizations (NGOs) or associations concerned with the public and political life of the country. Article 8 requires State parties to “take all appropriate measures to ensure to women, on equal terms with men and without any discrimination, the opportunity to represent their Governments at the international level and to participate in the work of international organizations.” Although women's right to vote has been secured in nearly every country of the world, in practice, the right to vote can sometimes be meaningless when other conditions make it virtually impossible or very difficult for both men and women to vote, such as the absence of free and fair elections, violations of freedom of

expression, or lack of security, which tends to affect women disproportionately. Another method is to reserve seats for women in parliament through a national policy, which ensures a certain number of female legislators. Since the Beijing World Conference, States have increasingly adopted quotas to boost women's participation, counter discrimination and accelerate the slow pace at which the number of women in politics is rising. These measures are meant to correct some of the obstacles, especially institutional and systemic barriers, that still prevent women's equal access to politics.

However, if adopted in isolation, these measures are usually not enough to ensure equality. In addition, adaptation to the local context is also required. Quotas for women are often criticized for a variety of reasons. B. Because women are selected by political parties and leaders to pursue political interests that may conflict with ensuring equality, or because quotas underestimate their real benefits. Women's quotas need to be combined with other policies to create an environment conducive to women's participation. In particular, the positive effects of increased women's representation in public life and political life will not be realized unless women who are given access are empowered to actively participate in discussions and influence decision-making. There will be. However, it is much broader than elections and elections to public office. The Committee on the Elimination of Discrimination against Women has said that article 7 of the Convention covers all areas of public and political life and is therefore not limited to those areas mentioned in the article itself.

Violence Against Women

Violence is also known as domestic violence, spousal violence, abuse and intimate partner violence (IPV). It is a pattern of abusive behavior by one partner towards the other in an intimate relationship such as marriage, dating, family, or cohabitation. Domestic violence, as defined, can take many forms, including physical attacks and assaults (hitting, kicking, biting, pushing, restraining, slapping, throwing objects) or threats of the same. Sexual Abuse; Emotional Abuse. Dominant or controlling; threatening; stalking; passive/covert abuse. Also called neglect. Economic poverty Domestic violence and abuse are not limited to overt physical violence. This can mean danger, criminal coercion, kidnapping, illegal detention, trespassing, harassment and stalking The us office and Violence Against Women (OVM) defines domestic violence as a “pattern of abusive behaviour in any relationship that is used by one partner to gain or maintain power and control over another intimate partner”. The definition adds that domestic

violence “can happen to anyone regardless of race, age, sexual orientation, religion, or gender”, and can take many forms, including physical abuse, sexual abuse, emotional, economic and psychological abuse. Violence against women is a technical term used to collectively refer to violent acts that are primarily or exclusively committed against women. Similar to a hate crime, this type of violence targets a specific group with victim's gender as primary motive. The United Nations General Assembly defines violence against women as any act of gender-based violence that results in, or is likely to result in physical, sexual or mental harm or suffering to women, including threats of such acts, coercion or arbitrary deprivation of liberty, whether occurring in public or in private life. The 1993 Declaration on the Elimination of Violence against Women pointed out that this violence can be perpetrated by families and even “states” themselves, regardless of gender (United Nations, 1993). Governments and organizations around the world are actively engaged in various programs to combat violence against women. A United Nations resolution has established November 25 as the International Day for the Elimination of Violence against Women. Women are essential to the growth and development of nations and the world at large. Women make up half the world's population, are housewives and guardians of social, cultural and social values, and lasting change is often best achieved through women. Without their understanding, cooperation and effective participation, the full development of the community is impossible. Given the importance of women as mothers and sometimes as breadwinners, teachers and guardians of the household, they deserve respect, recognition and better treatment, but usually the opposite. According to women are enslaved in a cycle of poverty and suffer from neglect, discrimination and exploitation. They have also faced various forms of violence from their male colleagues. Some historians believe that the history of violence against women is related to a history in which women have been viewed as property and as gender roles that are subject to men and other women alike. states that violence against women results in male domination and discrimination against women, and historically unequal power relations between men and women that prevent the promotion of overt violence against women. It is said that it is an expression of and that violence against women is one of the important social mechanisms that drives women to an inferior position compared to men.

Women's Right to Inheritance in Africa

Botswana

Botswana's legal system is based on five main sources of information:

Botswana Constitution, Roman-Dutch Law, Acts Passed by Parliament, Case Law and Common Law. Botswana is also a party to regional and international treaties that legally require compliance with anti-discrimination standards, such as the United Nations Convention on the Elimination of All Forms of Discrimination against Women (CEDAW) and the Southern African Development Community (SADC) Gender Declaration. Developing and promoting the prevention and elimination of violence against women and children in sub-Saharan Africa. Efforts to bring domestic laws into line with these international obligations are gradual and pointless. Constitutions, customary laws and statutes all contain provisions prohibiting discrimination in general, with some exceptions for discrimination against women. For example, Article 15 of the Bill of Rights prohibits the passing of laws that are “discriminatory in nature or in nature,” and discrimination is the treatment of people differently on the basis of “race, tribe, place of origin or political opinion.” is defined as doing Sexism is not included in this definition, but one significant case is the Unity Dow v. Unity Dow case. The Attorney General of the Supreme Court of Botswana has interpreted the provision to include sex discrimination. Section 15 also contains certain explicit exceptions.

Laws and practices relating to adoption, marriage, burial, transfer of property upon death, and other matters relating to moral rights need not be consistent with non-discrimination provisions. These exceptions include practices that most affect the lives and rights of Botswana women, especially inheritance rights. The law contains similar provisions disinheriting women. The Property Administration Act stipulates that any person belonging to an ethnic group (basically an indigenous person of Botswana) shall be entitled to property transfer in accordance with the customs and customs of that ethnic group. Unless you specifically signed a form excluding common law from your life, this is a drastic measure that most people would not consider, and the division of property is determined by convention. It has renounced common law and, like most Western countries, has a system of communal property, written wills, and a statutory inheritance system based on statutory inheritance laws, which provide for inheritance from widows and children.

Ghana

Ghana is widely regarded as a leader in the struggle for inheritance rights in Africa. Ghana has ratified a number of international human rights treaties, including the Convention on the Elimination of All Forms of Discrimination against Women and the African Charter on Human Rights and People's Rights, as well as passing the Statutory Succession Act, PNDC Law 111 significantly changed the land and property distribution system legally recognized by the Government of Ghana. According to an accompanying memorandum, the law provides "a single legal inheritance law applicable throughout the country, regardless of the rank of the executor or the type of [statutory or customary] marriage he or she entered into." intended to create a It is intended to transfer a greater proportion of the deceased's property to the spouse than is currently customary," granting the spouse special rights to property acquired by the deceased during his lifetime. In particular, this does not apply to family and descendant property. Despite this omission, the law provides that the wife and children may continue to live in the house as joint tenants until the widow dies or remarries. Article 22 of the Constitution stipulates that "spouse shall have equal access to property acquired jointly during marriage" and that "a spouse shall be entitled to They shall not be deprived of an adequate supply of their spouse's property." Because these provisions explicitly provide for women's inheritance, the Ghanaian Constitution goes far beyond those of Botswana and Zambia in legally protecting women's rights. There are no exceptions to the application of common law in Ghana. However, despite these laws, common law persists. Both matrilineal (Upper East, Upper West and Southwest Regions) and patrilineal (Northern, Volta, Greater Accra and Southern Regions) ethnic groups are present in Ghana. Moreover, while nearly half of all marriages in Ghana are officially polygamous, far more often have one husband with one of her legal wives and one or more of her concubines. According to common law, when a man dies, all his self-acquired property (often including property acquired through his wife's assistance and labor) returns to his lineage and is distributed accordingly. Thus, as in most parts of Botswana, in patrilineal societies, land belongs to sons or brothers. As in most parts of Zambia, in matriarchal societies property is passed on to nephews. In both systems, widows are usually completely disowned. The enactment of PNDC Act 111 legally abolished the entire system of property inheritance and distribution, especially the matrilineal system. But the legal revolution did not completely bring about a cultural change. In many respects, this law is unenforceable in matriarchal

societies and would completely devalue the social and family system as a whole if enacted. The law also neither mentions nor recognizes polygamy, which constitutes the majority of marriages in Ghana. When applied to these partnerships, the law fails to adequately address the complexities that arise when a man dies leaving multiple wives and multiple children.

Nigeria

Women's property rights are property and legacy rights delighted in by ladies. The property may be hereditary/ancestral, self procured arrive, created house or wedding property. Most Standard laws in Nigeria are patriarchal, and as a patriarchal society, properties are vested within the title of the male. Standard laws of a few communities force conditions that make women's get to to arrive as it were through male relations. More regularly, ladies are even regarded as property and thus cannot possess property themselves. Within the case of , The Court held that: "it may be a well settled run the show of local law and custom of the Yoruba individuals that a spouse seem not acquire her husband's property since she herself is like a chattel to be acquired by a connection of her late husband".

Nature of the Property

In a few traditions or conventions, the property rights of ladies are oppressive and subjective, regardless the protected ensure of balance and reasonableness. These traditions made teach or conventions that restricted women's property rights on ethnicity or which portion of the nation or community the lady hails from, as there's no consistency within the hone influencing women's property rights. One of the foremost winning frameworks on devolution of property beneath standard law is the primogeniture run the show.

Violence Against Women and their Right to Housing

Investigate has illustrated the joins between residential savagery and women's right to satisfactory lodging and this has been highlighted all through the work of the Extraordinary Rapporteurs on viciousness against ladies and on the correct to satisfactory lodging. In case women's right to satisfactory lodging isn't adequately secured, ladies ended up more helpless to savagery. Residential viciousness has been found to be a driving cause of women's (and regularly their children's) vagrancy, and numerous ladies attempt to maintain a strategic distance from vagrancy by remaining in injurious connections. Ladies who are property

proprietors or landowners encounter less household viciousness, which focuses to the significance of ensuring women's security of residency.

Suspicious that a woman must "leave" an damaging domestic rather than expelling the injurious spouse and the need of back for expelling the damaging accomplice by nearby specialists, community and/or family laws and controls, significantly weaken women's right to satisfactory lodging as well as their right to live a life free of viciousness. Stuffing, destitution and unemployment too have an affect on the above-mentioned rights and straightforwardly influence the level of savagery and sexual manhandle in homes and communities. In expansion, inadequately assurance for casualties of household viciousness, counting inadequately protect homes, legitimate help and data to ladies approximately their rights, has an affect on the level of household savagery and women's vagrancy. Subsequently, States ought to address all these issues as issues of women's rights to property, arrive, lodging, life, individual security, sexual orientation correspondence and being free from savagery and separation.

Vulnerability to Trafficking Related to Discrimination and Violence Against Gender

Prove collected within the past decades clearly outlines that there are a assortment of variables that cross to upgrade the dangers of being focused on and enlisted by traffickers. These run from extraordinary destitution, marginalization due to social character, budgetary avoidance, sporadic relocation status, moo instructive foundation to mental and physical incapacities, and/or broken family situations, among others. 1 With 70 percent of the full number of identified casualties in 2018 being ladies and young ladies, and as much as one third of all add up to cases being children, sexual orientation- and agerelated variables in settings of imbalance, savagery and separation play a part in contributing to defenselessness to trafficking in people (TIP). 2 Advance, natural fiascos and impacts of climate alter, outfitted clashes, relocations, financial subsidences, wellbeing, compassionate and other emergencies too strikingly contribute to expanding the powerlessness of people to trafficking, particularly where these are associated to the disintegration of the run the show of law or a sharp increment.

Against this foundation, it is clear that understanding defenselessness is important in reacting to and avoiding the wrongdoing of trafficking in people. The mishandle of an individual's position of powerlessness is one of the means used by traffickers to execute their illegal acts, as stipulated within the Convention to

Avoid, Stifle and Rebuff Trafficking in People, particularly Ladies and Children (2000) to the Joined together Countries Tradition on Transnational Organized Wrongdoing, It is vital to note from the start that anybody can ended up a casualty of trafficking, notwithstanding of whether the person may involvement any helplessness. All things considered, prove appears that defenselessness variables characterize most trafficking cases. Understanding the variables that can hence increase presentation to TIP can make strides the capacity to recognize (potential) casualties of trafficking and create techniques to anticipate and react more viably to this wrongdoing.

Defining “Vulnerability” Different endeavors have been made to characterize the concept of helplessness. Defenselessness is characterized by the Joined together Countries as a state coming about from how people contrarily involvement the complex interaction of social, social, financial, political and natural variables that make the setting of a community. increment. In any case, within the setting of human trafficking, this record alludes to defenselessness as “intrinsic natural or situational variables that increment the helplessness of people or bunches to human trafficking. Understanding Human Trafficking Defenselessness To be total, and addressing it, it is additionally essential to recognize between the concepts of defenselessness and chance, which are some of the time utilized traded in writing and legislative issues. As famous over, vulnerabilities are regularly related with individual characteristics and circumstances that increment the chance or risk of an person getting to be a trafficking casualty in a specific circumstance. Hazard, on the other hand, frequently alludes to dangers to which people or particular bunches may be uncovered, and outside center is unequivocally on the presence of such dangers in a specific circumstance or circumstance. It is imperative to recognize that it is the interaction of different powerlessness components that increments TIP chance. Hence, vulnerabilities must be caught on and tended to to moderate TIP chance.

This defenselessness is characterized over as including a few variables.

Individual, Situational, and Context (Certain people, bunches, and/or communities may connected and increment the chance of human trafficking). Individual defenselessness variables are characteristics interesting to each person, such as age, sexual orientation, sex, capacity, inability, ethnicity, and sexual introduction. Person characteristics ought to not be caught on as vulnerabilities per se, but when combined with other individual, situational and situational components they can be variables of helplessness and increment the risk of getting to be a casualty of trafficking. There's a nature. The wide acknowledgment of

Southeast Asian ladies working as transient laborers in residential administrations too contributed to this.

At last, situational defenselessness variables relate to the affect of outside natural and auxiliary components that antagonistically influence a person's living conditions. These can be the result, for case, of approaches that deny the proper to work to individuals with certain workers and other legitimate status, or of advancing social standards that verifiably empower racial separation against minorities. I have. Equipped strife and other sorts of helpful emergencies, counting those related to climate alter, too frequently act as catalysts for expanding delicacy. More particularly, these relevant defenselessness variables in emergency circumstances are due to the wide extend of human, fabric and financial misfortunes caused by emergencies. The capacity of families and communities to meet fundamental needs is compromised. Restricted openings to securely and routinely look for national or worldwide assurance. Disintegration of the run the show of law. and the collapse of social security nets and other social assurance frameworks.

International Laws

Human respect could be a esteem that's completely cherished within the national constitutions of numerous nations and communicated expressly in different instruments of worldwide law. The thought of correspondence of human nobility was completely constitutionalized within the world arrange by the Widespread Statement of Human Rights and as of now at the starting of the post-World War II world arrange was the It is characterized. The preface unequivocally alludes to “fundamental human rights, human nobility and worth, convictions that assert the break even with rights of men and ladies, and nations large and small” . Similarly, the opening articulation of the All inclusive Affirmation of Human Rights, presented as the primary of three records within the Universal Charge of Rights, states:

“The recognition of the inalienable respect and rise to and unavoidable rights of all individuals of the human family is the establishment of opportunity, equity and peace within the world.” Both the All inclusive Statement of Human Rights and the Joined together Countries Constitution are the beginnings of the All inclusive Affirmation of Human Rights is appeared. To universally constitutionalize human nobility as a standardizing premise for securing the human rights and political correspondence of those who, after World War II, are seen as true blue political on-screen characters within the developing world arrange. Without a doubt, some time

recently World War II, the state was the as it were genuine performing artist within the Western-led world framework. The 1948 Widespread Affirmation of Human Rights made human people authentic subjects and subjects of universal law . The constitutionalization of respect hence encouraged the development of human creatures as subjects of worldwide law, especially human rights. For case, whereas gender-based viciousness has been globally recognized as a human rights issue since his 1990s, the UN Tradition on the Rights of People with Inabilities legitimately certified the respect and humankind of people with incapacities as it were in 2007. It's been a year. Such endeavors speak to a disputable and tardy worldwide protected exertion to recognize the humankind of truly marginalized characters, such as women and people with inabilities. The design of constitutionalization of worldwide nobility depicted over too showed up in national constitutions. As the concept of human respect has been broadly cited in most national constitutions. This wide offer to nobility within the country's lawful framework in this way serves three fundamental purposes for her:

Typical Announcement of Desires, Directing Standards for the Application of Human Rights Assurances, and Boundary Standards in Distinguishing Infringement of Principal Human Rights The work of nobility within the national lawful arrange has an verifiable part as the core of national protected standards, in specific as a regulating premise for other sacred benefits and rights, as a system for translation and as a direct for the relative examination essential for assessment. play.

Taking after national points of reference towards formal correspondence some time recently the law, the Joined together Countries Common Gathering embraced his 1963 Affirmation on the Disposal of All Shapes of Racial Separation, taken after by the 1965 Tradition Against Racial Separation. It was. In any case, not all transnational human rights organizations that havemediated in the global South have achieved positive comes about in promoting dignity within the most marginalized communities. For illustration, as well recorded and analyzed by peacebuilders have every so often committed sexual manhandle and exploitation of people in Bosnia and East Timor. . These cases of misuse and mishandle weaken worldwide on-screen characters who declare to be champions of human rights and human nobility.

Gender Issues in Human Dignity in Africa

Sex imbalance holds on around the world, and ladies proceed to confront biased hones based on devout and social hones. In a few parts of the world, particularly in

Africa, ladies are still treated as minors, now and then as second-class citizens, within the highlight and unheard .In numerous parts of Africa, patriarchal conventions abuse women's essential human rights, and the circumstance is regularly exacerbated. Social hones such as female genital mutilation/circumcision, cleansing of dowagers, and child favoritism not as it were belittle ladies, but propagate sexual orientation disparity. Since of culture and religion, ladies are doled out distinctive parts in society and are restricted to richness and residential parts . Proceeding adherence to hurtful social hones too proceeds to posture a danger to women's wellbeing and well-being, and in spite of endeavors at worldwide, territorial and national levels to address sexual orientation disparity, human There are concerns that ladies are still at chance in nearly all ranges of activity. to oppressive acts. This will have genuine suggestions for women's empowerment and advancement. Sexual orientation control relations are one of the most causes of sex imbalance and one of the foremost powerful social determinants of wellbeing. Sex imbalance can lead to human rights infringement, propagation of generalizations and avoidance of ladies from political and financial support. It must be borne in intellect that sex imbalance not as it were leads to human rights infringement, but can too influence the development of whole countries Recognizing the significance of sex balance in financial improvement, the worldwide community concurred within the Thousand years Statement to cancel sexual orientation balance in all perspectives of human movement by 2015.

Ordinarily, being a dowager ought to stir sensitivity, sympathy, and back in others. But the circumstance of dowagers in Africa is disturbing since of the awful encounters they are going through. In expansion to the normal encounters of misfortune, they too had to persevere other challenges such as hardship, weakness and sadness caused by destructive social hones.

Widowhood Practices In Historical Perspective

Widow's traditions and funerals are common all through Africa and are by no implies one of a kind to Nigeria. Diverse ceremonies are performed in numerous parts of Africa on the off chance that a lady loses her spouse. In numerous parts of Africa, lamenting companions are anticipated to experience certain customs upon getting to be widowed or widowed. In a few cases, the nature and shape of these customs shift by culture and conviction. Widowhood ceremonies are frequently a byproduct of institutionalized sociocultural standards and are more or less social commitments for ladies. Whether or not the marriage produces children, the hone of widowhood is found particularly among ladies hitched beneath common law.

Dowagers or funerals are held not as it were to grieve the dead, but too to guarantee that the bond between the dead and the living remains intaglio. Subsequently, periods of grieving are frequently went with by a arrangement of life occasions and exercises to honor the soul of the expired companion. These traditions extend from the bathing of dowagers in East Africa to the disclosure of relational unions in Southern Africa to the shaving of dowagers. Hair or other debasing medicines Anything shape it takes, the act of getting to be a dowager ordinarily includes different shapes of cruel and debasing boorishness that can imperil a woman's life. Some argue that the hone of widowhood isn't as it were a implies of sustaining sex imbalance, but is additionally primitive, unfeeling, deceptive, and a grave infringement of women's principal rights and opportunities.

Hands and Feet Sprinkled With Water Treated With *Leilane* And Head Shave

Following her burial, the widow takes part in a customary hand washing, and water prepared with leilan (genus *Pelargonium*), a plant commonly used to counteract the effects of ritual dangers, is sprayed on her feet and grave. This is done to make sure widows and other family members don't provide a significant risk to the neighborhood. The widow and other family members participate in the widow's head shaving ritual, which comes after this one. Numerous other African ethnic groups also shave their heads, such as the Igbo people of Nigeria, the Zulu people of South Africa (both in rural and urban KwaZulu-Natal and Soweto), the Bapedi people of Pokwane, and numerous more villages.

Blackening of the Widow's Body and Attire

The widow's body and conventional clothing comprise of a front and back cook's garment, as a rule of white skin, darkened with a blend of fat, soil, and the burnt or charred center of the natural product of the mothside (*Simenia kahra*), and worn by the dowager. The tip of the twofold point back overskirt is cut off. The dowager is additionally given a dark scarf and dress, and she wears a extraordinary headband made of python skin (for Mosate ladies) or cowhide (for common ladies). These are all called dull dress In numerous present day African towns in South Africa, dowagers are required to "dress in dark and carry on in a way that demonstrates they are lamenting . You must moreover deliver way to other street or path clients you meet whereas strolling on the street or path. In numerous African conventions, the recognition of mourning rituals and traditions could be a sign. A dowager should mourn legitimately and honor her perished husband” All of these,

along side other images, are considered grieving images anticipated of a lamenting dowager. For the primary few weeks, a dowager within the Pokwane region is required to wear her dress interior out and eat from the top with her cleared out hand. This makes the dowager an anomalous individual. It isn't clear how eating with her cleared out hand revealed and wearing her dress interior out ensures both the dowager and the community from debasement. Such acts appear to be pointed as it were at mortifying the dowager. Dowagers are anticipated to remain domestic amid loss, which can be a issue for working ladies nowadays.

Prohibition from Leaving Her Home

Baloyi and Makobe-Rabothata (n.d.) state the taking after: In South Africa a few of the Bapedi tribe[s] that begin from Limpopo area accept that when a hitched man kicks the bucket, his dowager is illegal from arriving domestic after nightfall, going to neighbors, going to family and community capacities. Typically said to assist ensure the dowager against suspicions of witchcraft , for case, in case a child passes on, she may be blamed' (interpretation in square brackets included - MM). The dowager is kept to her domestic, a convention which is experienced by a few dowagers as detainment. Manyedi et al. (2003:78) report this within the words of a dowager: 'I must fair remain domestic; it implies I am in jail. I am not gathered to visit any house and I cannot conversation to individuals for a few weeks.' This denial is lifted after a few weeks (Pauw 1990). Be that as it may, indeed at that point, some time recently she can visit other people's homes, she must to begin with be ceremonially cleansed. In like manner, a companion declares her entry to occupants of the domestic so that they can give grains of inborn sorghum (mabele) or maize on which the dowager blows some time recently scrambling it around interior the house and within the yard. The point of this act is to ensure other individuals and lands or areas from the custom threat or debasement that can, agreeing to conviction, result in a torment of mice that harms property at the influenced people's homes (Pauw 1990:80). In a few communities like my claim at Bakenberg in Mokopane, the dowager isn't indeed permitted to welcome individuals to begin with. She must hold up for others to welcome her.

The rules gotten to be stricter when the dowager should visit the lands or fields. She must to begin with experience custom washing with rain medication which is controlled by the lord. For her to pick up get to to the king's central command went with by another dowager who has completed her grieving period, she needs to have the sorghum-beer custom performed for her. From there, she will be taken to the lesaka la pula [rain kraal] where the custom is administered by a female official of

the ruler mother. Lesaka la pula comprises two little connected walled in areas at the back of the ruler mother's lapa. Rain pharmaceutical from the pots within the moment walled in area is poured into a empty in a crushing stone within the to begin with walled in area, and into this liquid, blood is permitted to drop from cuts between the widow's thumb and pointer, and her enormous and moment toe. She washes her hands and feet with the blend and pours it back into the rain pots. She is at that point given a few rain pharmaceutical to sprinkle by the roadside and around her claim arrive when she clears out the private range. Typically to kill any antagonistic impact she may have on rain.

Calling Women Witches

First, the idea that witches have wings, can fly, can perch on trees and roofs, are active only at night, or that witches are black or white is a myth. Witches have no wings and work morning, noon, evening, night, 24 hours a day, seven days a week. Witches have a mysterious power that allows them to transform into whatever they want and harm their victims anytime, anywhere, and then return to their human form. Witches have no color, and there are no good or kind witches. A witch, in that state, knows neither goodness nor kindness, nor does she recognize race, religion, or culture. Witches have the ability to appear in different ways. It is a larger myth to believe that water neutralizes magical powers. No physical object or being can neutralize a witch's powers, because witches are physically non-functioning. Snakes sting their victims with venom so that prey that has been bitten by the snake can find it wherever it escapes. Similarly, witches prick their victims with spiritual poison. This is so that the witch's sting will attract other witches wherever the victim goes. Therefore, it is a mistake to think that going abroad from Africa will free you from witchcraft. Witches are united around the world and work together as a team. Believing witches are indoctrinated from an early age is a bigger myth. Witches are discouraged from indoctrinating adults because adults know the difference between good and evil. Adults and children alike can covertly act as benevolent witches to their esteemed victims in order to subtly uncover demonic conspiracies, and Professor Hope Egaga calls this experience "witchcraft." active use of the power and resources of the Witches who work alone tend to be frightened, so they tend to work in pairs.

A topic that has touched people's hearts. It was rooted in the customs and lifestyles of each community. Witchcraft, witchcraft and witchcraft have always been part of tribal practices and religions and have affected nearly all Nigerians at certain stages of history and continue to do so today. Witchcraft is undoubtedly one

of humanity's national problems, and many phenomena have not been and still remain unexplained scientifically. Nigerians never questioned whether witchcraft was real because it was part of the people's history. People believed that witchcraft was real to them.

Practices in Nigeria on Human Dignity

The Role of Government Institutions and Non-Government Organizations in Human Right of Dignity in Nigeria

The discussion here is the role of some institutions relevant to the preservation and protection of human rights and dignity in Nigeria.

(a) The Nigerian Police Constrain

The Nigerian Police Drive is set up, and conferred with the common obligation of anticipation and discovery of wrongdoings, the trepidation of guilty parties, the conservation of law and arrange, the security of life and property, and the due requirement of all laws and regulations and subject to the powers conferred within the Lawyer Common of the Alliance and of a State any Police officer may conduct in individual all indictments some time recently any court whether or not the data or compliant is laid in his name.

(b) The Legal

The law court contains a colossal part to play in rising to protection of the rights to nobility and other human rights of Nigerians and must abstain from observing inertly as the rights of citizens are encroached upon with exemption. It is to the court that applications for the authorization of principal rights of citizens are made. In this manner, it is important to fortify the courts so that it does presently cover within the confront of the State oppression and infringement of the rights of citizens. In arrange to advance the culture of regard for human rights of citizens, it is fundamental for the court to enviously watch its ward and characteristic powers and sanctions, to the conclusion that its choices and orders are complied.

For occurrence, the case of Jewel Bank v Opara & Ors, the court expressed that an act that constitutes breach of crucial rights can implement same in court. This right are rights that a person is entitled to as a human being, unless when precluded by legitimate diabolities set out within the CFRN 1999. Too, the court in EFCC v Oyubu & Ors,¹³³ disappointment to bring a individual captured to court inside the time outline of 24 hours could be a breach of Human rights and nobility and it is the obligation of the court to grant harms where there's breach of human rights and respect. Besides, the court expressed that grant of harms actually streams once a court of law finds that a human rights and dignity of a person is abused or

breached without legitimate legitimization. in *Dasuki v Chief Common State Security & Ors*, The recompense in such an occasion is programmed, and have to be allowed by the court, indeed when the casualty does not implore for emolument.

(c) National Human Rights Commission

Mainly, the NHRC is charged with certain essential obligations relating to the advancement and security of human rights of all people in Nigeria. For occurrence, among other various capacities of principal significance, the empowering Act gifts the NHRC control to bargain with all things relating to the protection of human rights as ensured by the CFRN 1999, the African Constitution on Human and Peoples' Rights, the Joined together Countries Constitution and the Widespread Announcement on Human Rights and other Universal Settlements on human rights to which Nigeria could be a signatory; control to screen and explore all affirmed ases of human rights infringement in Nigeria and make fitting proposal to the President for the indictment and such other activities because it may consider practical in each circumstance; and control to help casualties of human rights infringement and look for fitting change and cures on their sake.

The NHRC realizing that human rights campaign cannot be accomplished exclusively through the advancement of defensive laws or foundation of instruments to execute those laws, locks in in arrangement of instructive and open illumination programs to raise open mindfulness on human rights issues. The Commission frequently holds workshops, workshops, conferences and intelligently sessions with pertinent partners. The Commission has moreover locked in in nonstop media backing and occasional distributions pointed at spreading fitting human rights messages. Sensitization, instruction and edification programs have too been carried out by the Commission in collaboration with NGOs and CBOs, to raise mindfulness on human rights all through the nation.

For occurrence, the NHRC is anticipated to hold village square gatherings are moreover held over the nation to talk about the command of the Commission and other issues of pertinence to particular nearby situations, a vigorous and compelling complaint treatment instrument has been put in put at the Central command and all the six Zonal Workplaces to handle all complaints of human rights violations. Extra workplaces are presently being built up to extend get to to the Commission's complaint-treatment instrument. All casualties of human rights infringement can in this manner get to the administrations of the Commission free of charge, at any of the Commission's workplaces.

There has been a tall level of compliance with the choices of the commission by charged violators of human rights since its foundation in 1995. The NHRC (Revision) Act, 2010 has, be that as it may, conferred on the commission express powers to implement her choices. Beneath this arrangement, choices of the commission's Overseeing Board are registrable as choices of the Tall Court.

(d) Non-Governmental Associations

Where the Government has its duties to release in regions of advancement and reinforcing human rights talk, non-governmental organization have certain parts and obligations to perform as well. Endeavors should be made to explore and uncover charges of Human Rights infringement. In this way, it'll sensitize the domestic and international responses against the government. These organizations can set out on instruction of the individuals with respects to their rights and obligations. Community based edification programs will be of incredible help. The organizations may bolster poor casualties of Human Rights infringement to look for change in Court. NHRC Order – National Human Rights Commission NGOs may dispatch campaigns against anti-human rights enactment, approaches and programs of government. They can back the exercises of the NHRC. More grounded tie between NGOs and NHRC has gotten the bolster of the Joined together Countries. More inquire about and proposals on later human rights neighborly legislations may be supported by these NGOs.

National and International Instruments for Protection of Human Rights of Dignity

Having examined the state of human rights and dignity of the human person, it would be apposite to examine briefly the various international treaties that protect the right to human dignity. These are discussed below.

International Human Rights Instruments

First, the international human rights instruments are discussed.

(a) All inclusive Affirmation of Human Rights 1948

The Widespread Affirmation of Human Rights, may be a record that was the primary to official make affirmation on the fundamental rights of mankind on a worldwide scale. It broadcasts thirty (30) essential rights which human creatures anyplace within the world are entitled to. The UDHR pronounces that no one should be subjected to torment or to cruel, inhuman or debasing treatment or discipline. Beating, disfiguring, stealing or something else maltreating another, whether in peacetime or amid dangers, may be a grave infringement of the humankind of that individual. In this manner, it is submitted that the rights to

respect of the human individual, individual freedom and opportunity from unfeeling, brutal or degrading treatment contained within the UDHR are outlined to secure the person from medications that dehumanize mankind. The major issue with this instrument is that it isn't authoritative on the States Parties because it shows up to be just explanatory of the goals of the world pioneers who designed the report.

(b) Universal Contract on Gracious and Political Rights 1966

The Universal Contract on Gracious and Political Rights, was an instrument embraced in assistance of the purposes of the UDHR. The ICCPR charges States Parties to order suitable national legislations to ensure and secure the correct of every person to regard for his or her respect as a part of the human race. It disallows the act of subjecting human being to torment or to unfeeling, brutal or debasing treatment or discipline. ICCPR 1966 From the over arrangements, it is evident that all shapes of torment, unfeeling, debasing medications against people are denied.

In any case, the major challenge with the ICCPR is that it is as it were binding on nations that have approved and tamed it.

(c) African Constitution on Human and Peoples' Rights 1981

The African Constitution on Human and Peoples' Rights, ACHPR 1981. It entered into constrain on 21 October 1986. could be a record that recognizes human creatures are sacred, which each human being is entitled to regard for his life and the keenness of his/her individual. Additionally, each person is entitled to regard of the nobility characteristic within the human individual, and this incorporates the disallowance of all shapes of torment, brutal, barbaric and debasing discipline or treatment. Africa has tamed the arrangements of this Constitution through the African Constitution on Human and Peoples' Rights (Confirmation and Requirement) Act.

**Government Intervention on Gender and Human Dignity in Africa
Elimination of Discrimination Against Women**

1. States Parties should combat all shapes of segregation against ladies through suitable authoritative, organization and other measures. In this respect they should:

a) incorporate in their national constitutions and other administrative rebellious, in case not as of now done, the rule of uniformity between ladies and men and guarantee its compelling application;

b) sanction and viably actualize fitting administrative or administrative measures, counting those forbidding and checking all shapes of segregation

especially those hurtful honours which imperil the wellbeing and common well-being of ladies;

c) coordinated a sex viewpoint in their arrangement choices, enactment, improvement plans, programs and exercises and in all other circles of life; d) take remedial and positive activity in those regions where separation against ladies in law and in truth proceeds to exist;

e) back the neighborhood, national, territorial and mainland activities coordinated at annihilating all shapes of separation against ladies.

2. States Parties should commit themselves to alter the social and social designs of conduct of ladies and men through open instruction, data, instruction and communication methodologies, with a see to accomplishing the disposal of destructive social and conventional honours and all other honours which are based on the thought of the inadequacy or the prevalence of either of the genders, or on stereotyped parts for ladies and men.

Right to Respect

1. Each lady should have the proper to nobility inborn in a human being and to the acknowledgment and security of her human and legitimate rights.

2. Every lady should have the correct to regard as a individual and to the free advancement of her identity.

3. States Parties might embrace and actualize fitting measures to deny any abuse or debasement of ladies.

4. States Parties might embrace and execute fitting measures to guarantee the security of each woman's right to regard for her nobility and assurance of ladies from all shapes of savagery, especially sexual and verbal viciousness.

The Structure of South Africa (Act 108 of 1996) gives an empowering system that has guided the presentation of approaches and laws to uphold change, non-discrimination; nonsexism and correspondence for ladies within the nation. The lawful system incorporates laws that administer socio-economic improvement and security and advancement of women's human rights and nobility. It too incorporates issues of their break even with representation and full interest in national government structures, decision-making and administration positions. Women's get to to equity and security, financial strengthening and monetary incorporation; women's rights to fundamental conditions in work and work; consideration of ladies in feasible improvement, climate alter and within the natural segment are contained inside diverse laws administering the different divisions. A few of the more later standardizing and arrangement systems and encourage alterations to existing laws and proposed Bills that look for to development

women's strengthening incorporate corrections governing employment value and break even with pay; targets for ladies within the petroleum and vitality division; targets for ladies within the mining division codes; tending to the issue of fixing laws around sex based savagery and femicide, counting revisions to the Residential Viciousness Act; Sexual Offenses Act and laws administering the get to to equity for ladies. There are proposed changes to the Marriage Act to guarantee enactment administering the age of marriage and anticipation of early relational unions; avoidance of constrained relational unions and destructive social hones in this respect; as well as re-introducing the charge on despise violations. Other bills too being considered by the National Governing body incorporate that of the Conventional Courts Charge, and the issue of Arrive Redistribution – both of which has colossal affect on the lives of ladies within the country. The nation is additionally setting out on embracing corrections on the issue of special acquirement. The draft Charge on Open Obtainment is right now being counseled on and will look for to cancel the Particular Obtainment Arrangement System Act right now in presence. The proposed Charge addresses the issue of ladies, people with incapacities and youth as recipients of open acquirement forms. The South African Cabinet received a Sex Responsive Arranging, Budgeting, Observing, Assessment and Inspecting system in 2019. The system looks for to guarantee that arranging disobedient at a national, sub-national, sectoral, regulation and program level are gender responsive which adequate assets are distributed to mediations which contribute to women's strengthening and gender equality. There have been a number of other regulating systems too embraced by Cabinet that looks for to attain a gender-responsive usage towards sustainable advancement, counting that on Clean Nobility.

Conclusion and Recommendation

This paper has given an expository introduction of the important writing on understanding respect and sex. In spite of the fact that the discourses of human respect inside these three subjects draw on changed disciplines, they illustrate a shared reason in exploring the nature of human respect and its suggestions to understanding people and political orders in the midst of expanding worldwide interdependency On verifiable, conceptual, and political establishments of nobility, the writing highlights three key points of view. On universal law and worldwide arrange strand, the writing on respect highlights three vital subjects: (a) the constitutionalization of human nobility as the premise of rights and state duties as cherished in numerous national protected teach and in open worldwide law, (b) the

sending of nobility within the backing endeavors of transnational gracious society bunches and other non-state transnational on-screen characters, and (c) the systemic disappointments of states and worldwide administration educate in securing human nobility. On the worldwide political economy strand, the writing highlights the deficiencies of the worldwide arrange in advancing the financial welfare or socioeconomic respect of the foremost monetarily devastated and marginalized people around the world. In spite of the fact that human rights grant has been a immovably set up inquire about plan in IR since the conclusion of the Cold War, the idea of human nobility is however to pick up footing as a key inquire about theme on its possess past its simple fringe affiliation with the human rights writing. Without a doubt, respect has risen as a center topic for investigate in other disciplines, such as law, reasoning, and history. In those other disciplines, subjective and interpretative strategies have been sent in arrange to look at the center hypothetical establishments, verifiable beginnings, and political suggestions of human nobility. Respect may be a profoundly challenged concept, but its simple conjuring in arrangement and academic wrangles about draws in much ethical offer and mental interest. In case the center standardizing assignment of IR inquire about relates to the change of the human condition (and its relationship to worldwide humankind and the environment), at that point human nobility ought to feature as a center protest of explanatory request within the future. In spite of endeavors made at the worldwide level to address sexual orientation disparity, ladies still experience biased hones on a daily premise. In specific, social hones such as widowhood hones have kept on propagate the subordinate position of Nigerian ladies. Additionally, widowhood hones are a infringement of women's rights to respect and non-discrimination ensured within the Nigerian Structure. Given that Nigeria has confirmed worldwide and territorial human rights rebellious that deny separation against ladies, it is basic that the government embraces suitable steps and measures to address social hones that proceed to segregate against ladies. The Nigerian government will ought to set out on all encompassing lawful and social changes that must react to the unconventional needs of ladies within the nation. The government would have to be promptly nullify social hones that proceed to sustain second rate status of ladies in society. In addition, the government will ought to order laws that will advance sex correspondence in society and ensure ladies from unfair hones in common. Such endeavors will have to bebe complemented by instruction and mindfulness campaign programs focused on at rectifying cliché states of mind towards ladies.

Whereas we have considered the CFRN 1999's exertion to bargain with human nobility and human rights authorization, and assurance. We watched that the put of national structure stay exceptionally imperative since the state remains the instrument for security and requirement of human nobility and human rights. The universal framework looks for as it were to convince or weight states to fulfill their commitments through one or other strategy. And since the structure announces itself to be preeminent and any law which is reliable with its arrangements might be invalid and void. It's for this reason that the arrangements of the constitutions on human rights are exceptionally vital.

We have brought to center that in spite of the fact that human rights and human respect have delighted in a few acknowledgment and assurance in Nigeria, the scope of these rights and degree of their delight has continuously been restricted. It is fundamental to re-assess and emphasize the national laws in way as to give primacy over universal rebellious. Need and consideration ought to not moreover be given as it were to one category of rights to the disregard of the others. The current majority rule government in Nigeria with all its insufficiencies is more slanted towards the advancement, assurance and improvement of human rights and human nobility than any military run the show.

Since vote based system is based on the communicated will of the individuals to decide their claim political, financial, social and social convictions and their cooperation in all angles of their lives it's in this way enticing to recommend that Nigeria developing vote based system be solidified through all-inclusive and capable government with the by and large question of fortifying the cause of human rights and human nobility in Nigeria.

Since States have the essential command for security and authorization of human rights, one will trust that government will guarantee that administrative, regulatory and legal instruments are put in put to avoid anti-human rights arrangements and hones. The ambit of reasonable criticism from human rights must be well characterized and seriously restricted. The amazingsness of the residential enactment over arrangements of worldwide human rights rebellious ought to be annulled. Human rights instruction must be energized and extended in both formal and casual gatherings. Additional legal bodies, particularly the NHRC must be fortified to bolster Legal enforcement is more often than not costly and extended. Legitimate help must be planned and given to guarantee that poor casualties of human rights infringement get viable change. Government must advance the run the show of law and responsibility; the culture of exemption ought to be de-emphasized. Incite compliance with court orders related to human rights subject

ought to be foremost. Judges must illustrate undisguised activism in human rights litigations. Government must guarantee the reliable preparing of critical members of security organizations on the got to regard human dignity and human rights, and when there are infractions by them, they must be arraigned and rebuffed quickly.

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4IR's INFLUENCE ON PARANOIA AND PRO-SOCIAL SUPPORT OF NASCENT TECHNOLOGY-BASED FIRMS

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Abstract

Studies on paranoia from a management perspective, and the current fourth industrial revolution (4IR) appear to be sparse with inadequate quantitative or statistical data despite the growing pressure on productivity. The importance of adopting or developing tactics to curb the overarching consequences on workplaces remains vital. This study therefore investigates the 4IR's influence on paranoia and pro-social support, with empirical data from nascent tech-based firms (TBFs) in the Auckland Metropolis of South Africa. Thus necessitating the timeliness and justification for the investigation in bridging the existent empirical gap. The descriptive survey research design is adopted, with a research population figure quoted as 1026 staff drawn from the tech-based firm in Auckland Metropolis. Regression analysis was used to analyse the data, which was obtained using a structured questionnaire. The findings showed that pro-social support of tech-based companies in the Auckland Metropolis of South Africa is statistically positively impacted by paranoia.

Keywords: *4IR, Paranoia, Pro-social, Strategy, South Africa, Tech-based firms*

JEL Classification: *L2; M14; K21*

1. Introduction and Theoretical Background

Importantly, the concept of "paranoia" in the humanities is very new and has mostly been associated with ideas from the applied sciences. Though it is not a widely held opinion, as a study of culture, society, and organisation, paranoia is typically connected to the medical sciences and human disease (Monyei, Agbaeze & Isichei, 2020). It has limited its significance to the practicality of the knowledge acquired from clinical research. Despite a wealth of medical and therapeutic research on paranoia, the problem of organisations has not received much attention up to this point. It's interesting to note, though, that paranoia shares symptoms with self-monitoring, a behaviour that has already been strongly associated with problems in both groups and individuals (Adekanmbi & Ukpere, 2023). The word "paranoia" originated from the ancient Greek words "para," meaning "beyond," and "noos," meaning "mind." These terms indicate a mental stressor or sickness where a delusional belief is the only or most noticeable aspect (Harper, 2018). It is a psychological condition defined by an incorrect belief maintained in the face of contradictory information. Globally, the stresses or complexity present in any dynamic business setup are linked to managerial paranoia or behavioural parlance. A configuration that typically comprises perceived turbulence and novelty with the intentional goal of actively trying to interfere with or change an entity's operations. The present 4IR is an example of a typical case (Carrim, 2022; Xu, David & Kim, 2018). The 4IR—characterized by the convergence of the digital, biological, and physical domains—has ushered in a new era of economic complexity. Add to this the growing uptake of cutting-edge technologies like 3D printing, robotics, cloud computing, AI, robotics, and advanced wireless technologies (Kayembe & Nel, 2019). Complexity and volatility have a significant impact on a firm's whole operational framework, including its corporate culture, pro-social relationship model, strategy, and configuration (Haghighi, Tehrani, & Kamkar, 2015). Paranoia have been claimed as the processes by which individuals and/or organisations produce knowledge and information concerning their existence, survival, and long-term viability. This may affect the operational plan, business results, and staff and company decision-making characteristics (Haghighi et al., 2015). The suspicion of

a paranoid organisation is demonstrated by the implementation of a well-thought-out structure for coordinating internal and external processes. Pandemics, employee turnover, and industrial revolutions are among the major delusions held by tech-based companies. These delusions stem from a persistent fear of losing control, which causes them to become fixated on perfection, which prompts them to devise counter-intervention strategies for every aspect of their operational endeavours. Anecdotal data from a variety of sources indicates that some instability in the business environment might drive employees and companies to pursue productivity with a fervour that extends beyond what is considered acceptable and occasionally immoral behaviour. Mnyani, Onajaefe, and Ukpere (2024) claim that there are several reasons for engaging in productive endeavours, ranging from the protection of corporate reputation, market shares, and pro-social relations. These are often tied to business operations which could be linked to task exhaustion and psychological depersonalization. Kramer (2001) affirm that paranoia, as well as industrial revolutions (IR), are important aspects of industry functioning, and it is expected to be inherent in any set-up where humans and entities interface. Though, not much has been studied about their implications, or the accompanying effects and the fears that they trigger. Yet, there is somewhat proof in extant literature that industrial revolutions (IRs) and paranoia affect' businesses especially nascent firms' decisions regarding sustainability and throwing them into unfavourable business endeavours. This situation arises due to the fear of losing these start-ups and results in an eventual morbidity or feeling of incompetence in meeting with the apparent industry dynamics. Studies revealed that about 40% of nascent tech-based firms suffer only from external industry-related paranoia and do not exhibit any other complaints outside of the workplace situation (Kramer, 2001). A stable business environment has been proffered to be a sine-qua-non for maintaining a productive business, especially for emerging firms. Pro-social relationships between workforces and enterprises have abruptly declined, which has alarmed stakeholders, business analysts, and research specialists recently. Pro-social relations as posited by Monyei, Igwe, Onyeanu, Kelvin-Iloafu and Ukpere (2022) are a staff's discretionary or freewill deeds which improve or ameliorates the tasks and duties of colleagues and are geared towards the betterment of the entire workplace. Some experts have tried to place the declining pro-social relations issues on failed performances, while others have attempted to pinpoint it to psycho-social factors, biased incentive structure and volatility of the external operational environment (Monyei et al., 2022). Others attribute it to operational complexity, disruptive technology, and mounting challenges from the global business

community. These have all forced businesses to operate at a specific level to change and reverse the status quo, yet the issue still exists (Balas, 2004). It is important to highlight that efforts to determine the source of this deterioration and potential long-term remedies continue apace. As a result, in light of the dire circumstances, professionals and academics are realising the value of pro-social relationships and their potential to produce enormous social and economic gains. Regardless, of an abundance of resources, infrastructures or physical facilities they remain meaningless without an optimal supportive inter-relation of co-workers who directly influence the cordial functioning of the workplace. Therefore, fathoming and curbing the causes and effects of the situation becomes a desideratum. Xu et al., (2018) aver that the facilitatory and creative nature of technology-based firms, to a great extent determines the degree and scope of a nation's innovativeness and all-around viability. It is important to also recognize the continued catalyst roles of these firms, especially in efforts to achieve socio-economic advancement, just as observed in developed nations where the innovation and technological sector is effectively managed, and organised. In recent times, the disruptive nature of the fourth industrial revolution has become an integral influence on every facet of human endeavours, due to its catalyst roles in not only the alterations but also as facilitators of all sorts of advancements in the modus operandi of businesses and other vital economic activities. The innovation and technological sector has come a long way in South Africa with about a century and a half in the socio-economic polity of the country. Currently, the largest population of vastly trained workforce are found in the innovation and technological sector and they represent 35% of the total workforce population (Carrim, 2022). Nevertheless, this claim or assertion is paradoxical because, since 2011 (the start of the Fourth Industrial Revolution), the majority of these workforces have either left the industry or are thinking about leaving, which has reduced the sector's viability with the necessary workforce potentials. The reason for this declining state has been pointed to global trends' best practices, and techno-stress brought about by the level of disruptive technology being witnessed. All these have heightened the incessant rates of employee turnover and have further blurred strategies that can be aligned to the core business objectives with the basic workforce requirements (Moll, 2021; Schwab, 2016). Pro-social relations, among other things, must change in today's tech-based businesses since they compete fiercely in an arena where employees are the gladiators. This will help to lessen and control the widespread effects of 4IR/paranoia. Otherwise, the productivity of the personnel and the company will continue to deteriorate.

Additionally, the literature has only recently begun to address the issue of paranoia as it relates to pro-social relationships in general and tech-based firms in particular, despite the emphasis on the importance of these relationships in promoting productivity and other positive business outcomes (Monyei et al., 2022; Monyei et al., 2020). This is due to the dialectics surrounding the context's inability to focus on the workforce found in emerging tech-based enterprises. In addition to this, the cliché conceptualization of paranoia which has mostly been emphasized in clinical/medical sciences appears to be responsible for the ambiguity in conceptualization and empiricism despite its obvious associated implications to the behavioural and management sciences. Hence, this study aims to investigate the 4IR's influence on paranoia and pro-social relations of nascent tech-based firms in the Auckland Metropolis of Johannesburg, South Africa; to redress the discourse on paranoia as it is found in tech-based firms and as it affects pro-social relations.

1.1. Theory of Person-Environment Fit

The Person-Environment (P-E) Fit theory serves as the main theoretical foundation for this inquiry. It is one of several theories on consonance and uniformity in a complex setup. It is stated that Kaplan's work from the 1950s provided the theoretical basis for the Person-Environment Fit. Its fundamental concept examines and evaluates how well a person's personality and surroundings mesh (Carrim, 2022; Xu et al., 2018). These personal qualities include things like individual capacities and preferences, whereas environmental features are modified to fit social norms. P-E Fit theory states that positive outcomes arise from an exact match between an individual and their environment, while bad attitudes and dysfunctional behaviour are the result of misfits. The current interplay between the 4IR's influence on paranoid and pro-social relations is largely explained by the Person-Environment Fit theory. 4IR, according to Monyei, Ukpere and Nnabugwu (2023), and Cooper, Dewe, and O'Driscoll (2001), can quickly disturb the balance between enterprises' operational endeavours and their pursuit of productivity. This is why IT companies that experience operational turmoil may result in undesirable and subpar performance. A mismatch between the increased demands the company faces as a result of the 4IR and its capacity to meet those needs could result in this mismatch in two (2) ways (Carrim, 2022). The P-E Fit theory is therefore proposed to be a nomothetic theory, i.e., a theory that looks for agreement or consistency regarding how productivity might be achieved in the existing circumstances by adopting and utilising suitable techniques.

1.2. Research Objective:

The aim is to investigate the extent paranoia affects the pro-social support of tech-based firms in the Auckland Metropolis of South Africa.

2. Related Literature Review and Hypotheses Development

The present section provides clarification on the different concepts associated with the investigation, highlighting the empirical deficiencies and contemporary issues from earlier studies that have necessitated the current investigation.

2.1. The Fourth Industrial Revolution (4IR)

During the World Economic Forum (WEF) in Davos in January 2016, Schwab (2016) introduced the concept of the 4IR, which became widely recognised as a significant addition to the global conversation about the digitalized information economy. He appeared to be working with several concepts that were not his own. Owing to "Industrie 4.0," a government-sponsored strategic initiative that raised the degree of digitization in manufacturing and was implemented in Germany in 2011 (Fuchs, 2018). A global increase in unemployment and jobless growth due to advances in 3D printing, robotics, artificial intelligence, and other fields with significant disruptive potential were the topics of discussion at the 2015 World Summit on Technological Unemployment. These technologies were considered disruptive. (Peters, 2017). However, to convey the alleged revolution that the 4IR notion was meant to represent, Monyei, Arachie and Ukpere (2023) assembled a powerful ideological package that made use of multiple metaphors. The 4IR is unlike anything that has ever existed for humans. In various technical fields, such as artificial intelligence (AI), robots, the Internet of Things (IoT), self-driving cars, 3D printing, nanotechnology, biotechnology, materials science, energy storage, and quantum computing, there has been an amazing convergence of advancements in recent years. Physical, biological, and digital technologies work together to enhance and develop one another. Building railroads and inventing the steam engine signalled the start of the First Industrial Revolution, whereas the Second Industrial Revolution was characterised by the invention of the assembly line and the advancement of electricity, which allowed mass manufacturing. But in the 1960s, the third industrial revolution—also referred to as the computer or digital revolution—began with the development of semiconductors, mainframe computers, personal computers, and the internet. According to Moll (2021) and Schwab (2016), it is therefore conceivable that the fourth industrial revolution (4IR) will be every bit as powerful, important, and historic as the previous three.

While not as quickly as they are now, technical breakthroughs were a defining feature of the first three industrial revolutions. The new revolution includes innovations, works of art, new ideas, and new opportunities. Transcending limits is the aim of this new revolution. The internet has become much more widespread and mobile, and sensors are more affordable, small, and potent. Their distinguishing characteristics include artificial intelligence (AI) and machine learning, which include nanotechnology, quantum computing, gene sequencing, and renewable energy sources. In contrast to previous revolutions, the Fourth Industrial Revolution is characterised by the convergence of these technologies and their interactions in the digital, biological, and physical domains (Kayembe & Nel, 2019).

2.2. Paranoia and Pro-Social Support

2.2.1. Paranoia

Mason, Stevenson, and Freedman (2014) as well as Kramer (2001, 2002) assert that mistrust, suspicion, and emotional monitoring are components of paranoia. These inclinations may show themselves in the workplace in response to particular situations, like computer eavesdropping and employee monitoring. According to clinical ideas, paranoia is a psychologically and physically appropriate response to cognitive and environmental demands. It is also supported by research on occupational paranoia (Kramer, 2002). Employee paranoia is defined as an increased and exaggerated mistrust encompassing a range of perspectives, including the belief that hostile coworkers within an organisation are threatening, hurting, persecuting, mistreating, or disparaging them. (Kramer, 2001). As per the findings of Lopes, Kamau, and Jaspal (2018), paranoia can be classified along a spectrum ranging from commonplace, mild thoughts like doubting the motives or ideas of others to uncommon and severe thoughts like the conviction that an external force is manipulating one's thoughts. Due to the differing reactions it elicits in those impacted and those not, paranoia is becoming more and more relevant in both pandemic and industrial contexts. According to Lopes et al., (2018), paranoia is a psychological defensive mechanism used by persons who believe that the world is hazardous and that harbouring suspicions about others is a useful tactic. Maladaptive paranoia is characterised by the exacerbation of negative affective emotions such as dread, anxiety, and distrust. Moreover, it creates a faulty schema that leads to emotions of oppression and persecution by compulsively scanning the social environment for threats. This helps to explain why turbulence lowers employee wellness since it has an impact on paranoia, which is connected to

negative emotional states. Paranoia is considered a preventive tactic when it comes to safeguarding employees in the workplace, especially in situations with minimal pro-social actions and following major organisational changes like flexible work arrangements (Monyei et al., 2020). Furthermore, an employee may become paranoid if their relationships with other people alter, if they feel overly entitled, or if there is a lack of reciprocal trust.

2.2.2. Pro-Social Support (PSS)

The effectiveness of a company's performance depends on staff behaviours that achieve predetermined goals. These behaviours encompass the actions, deeds, or task-based assistance that are inferred from job descriptions (Carrim, 2022), as well as additional activities that are not explicitly stated in job descriptions but are nevertheless beneficial to the company's achievement of its specified goals. The support, deeds, or activities listed above have also been referred to as extra-role behaviour, contextual performance, pro-social conduct, or organisational citizenship activity. What ties these ideas together are the individual discretionary efforts that go above and beyond the call of duty. According to Monyei et al. (2022), pro-social activity, in particular, has the broadest application of all these concepts since it includes activities that are performed both inside and outside of roles as well as those that may or may not result in official recognition. Pro-social support (PSS) is a term for positive discretionary behaviour that refers to a person's readiness to both meet and beyond formal employment standards. Giving extra effort, sticking with a company through tough times, representing the business favourably, adhering to corporate culture, helping with customer services, being lenient with decisions, and assisting co-workers with both professional and personal matters are a few examples of behaviours that demonstrate good character. These actions are all directed at co-workers, clients, or the organization. It is also important to highlight that PSS might be directed towards the organization, a specific person, or a client. It can be a role-prescribed obligation or an extra-role responsibility, and it has the potential to be either effective or dysfunctional for the business. HR executives need to be well-versed in PSS since it can enhance company performance and because companies are unable to legally mandate every desirable conduct (Sixpence, Tapera & Ukpere, 2023). Maintaining a cordial workplace social structure through PSS like volunteering and helping out indirectly boosts productivity. In a professional environment that is complex, chaotic, and highly interdependent, these forms of affiliate behaviours encourage job performance by fostering interpersonal ties that are essential to health and

wellbeing. As a result of staff members taking initiative and making decisions, PSS also has the potential for organisational intervention, development, and change. These positive attempts to evaluate and alter work procedures, rules, and policies are supposed to encourage innovation and enhance the long-term sustainability and viability of business operations.

2.3. Critical Analysis and Empirical Insight of Reviewed Related Literature

Hakovirta and Denuwara (2020) studied the manner Covid-19 redefines the idea of sustainability from a global perspective. Taking a descriptive literature review, the study revealed that businesses and stakeholders alike have been impacted since the emergence of the pandemic. The study recommended that more scholarly works should be conducted to universally understand the extent of Covid-19's impact on business sustainability.

Aladdin conducted a research study in 2020 to examine how risk management techniques impact organisational performance. The study in Jordan's Hashemite Kingdom attempts to assess how risk management techniques affect insurance companies' organisational performance. One hundred and twenty managers of insurance companies in Jordan were surveyed systematically using a questionnaire. A descriptive statistical analysis was performed on the collected data. The link between the variables was investigated by regression analysis utilising SPSS 19. The study's conclusion showed that risk management procedures improve organisational performance. According to the study, insurance companies should recognise hazards as soon as possible and take practical steps to reduce them.

An investigation on the effect of enterprise risk management (ERM) on the performance of non-state higher education institutions in Sri Lanka was carried out in 2022 by Perera, Abdul, Ali, and Ferdous. The study investigates the connections between the enterprise risk management (ERM) concept, organisational governance, ERM implementation, and the overall enterprise performance of Sri Lanka's private institutions of higher education. Primary data were obtained from 155 senior-level participants who possess the capacity for making strategic decision-making. It was discovered that the application of the ERM philosophy and its impact on firm performance were statistically significantly correlated.

Haghighi et al., (2015) looked into the connection between personal anxiety and a propensity for gossip among employees of the Mobarake-Steel firm in Iran and organisational anxiety and paranoia. The Mobarake-Steel Company employed a simple randomised selection technique to pick 131 employees who were then asked to complete a questionnaire specifically designed for the study. Multiple linear

regressions and the Pearson correlation were used to analyse the data and look for relationships. The results suggested that there were notable positive correlations between personal anxiety and organisational paranoia and anxiety.

Van-Quaquebeke (2016) investigated the causes and effects of paranoia about advancement in German organisations. An online poll with a 6-month time lag was conducted with 441 workers from various industries to find out how paranoia affects group growth from both a cause and an effect standpoint. The findings were consistent and demonstrated that, in addition to being a necessary condition for success in groups, paranoid thoughts have implications.

Amui, Jabbour, de-Sousa and Kannan (2017) studied the quest for sustainability as a vibrant firm competence. The literature review of the construct variables was conducted in a systematic, coded, and classified manner. Results indicated that inadequate studies existed on vibrant competencies for sustainability, especially in evolving economies. Following that, it was recommended that future research take a hybrid approach and compare different sectors of the economy.

Rafi and Muhammed (2008) investigated how ICT is used and how it affects SMEs in Oman. It looked at ICT infrastructure, the software utilized, a motivator for ICT investment, and opinions on the commercial benefits of ICT as well as SMEs' outsourcing habits. The research shed light on the hurdles to ICT implementation. A survey of 51 SMEs was used to gather data on various aspects of ICT. According to the findings, only a few to no percentage of SMEs in Oman are aware of the advantages of implementing ICT, and that the primary motive for investing in ICT is to provide customer service to customers.

Irene, Paul, and Gregory (2020) conducted a study on the effect of technology advancement strategy on the organisational performance of Kenyan county governments. The study set out to ascertain the effects of technology innovation and capacity-building initiatives on Kenyan organisational performance. There were 210 responders in the entire sample. The study gathered 187 completed questionnaires from the 210 respondents in the chosen sample. The percentage of completed surveys that were returned was 89.05%. Inferential statistics were generated for the study to examine the relationship between the independent and dependent variables. The results demonstrated that county governments' organisational performance benefited from technological innovation ($\beta=0.218$). The impact was also determined to be significant because the chosen level of significance (0.05) was exceeded by the p-value (0.009). Based on these data, the study concluded that strategies for technology advancement contribute significantly to improved organisational performance. As a result, the study suggested that to

guarantee that staff members are competent in delivering services, businesses should train them.

The well-being of Spanish educational institutions and organisational pro-social behaviour were examined by Dávila and Finkelstein (2013). 144 students from 17 different Spanish educational institutions filled out the questionnaire that measured the research questions. Altruistic goals were found to have a higher link than egoistic ones, with an overall strong correlation between organisational pro-social activity and well-being. The idea that organisational citizenship activity should be seen as in-role was put forth in light of its relationship to well-being.

Yasar, Ahmed, and Emhan (2014) looked into the connections between success in the Nigerian banking industry and organisational citizenship-learning capability. Survey research methodology was used in conjunction with statistical analysis. Organisational success and learning have a substantial and positive association, according to the data analysis results. The research provided valuable suggestions on how managers may enhance internal organisational learning to boost overall performance within the organisation. The study therefore proposes the following hypotheses:

H₀. *Paranoia does not impact the pro-social support of TBFs.*

H₁. *Paranoia impacts the pro-social support of TBFs.*

3. Materials and Method

Using a questionnaire set to gather information from a sample of the population under investigation, the survey approach was employed in this study to focus on specific contexts. A carefully thought-out questionnaire was used to collect the data, and it was intended to extract both factual and interpretive information. It was created using Likert scale questions with five (5) points for the topic. 1026 people are employed by tech-related businesses in the Auckland Metropolis, based on research demographic statistics. Considering their financial contributions, commercial feasibility, and involvement in corporate operations, the chosen industry and personnel were justified participants. Bill Godden's (2004) criteria provided a methodology that was used to determine a sample size of 264. Out of the 264 questionnaires that were sent out to the respondents, 202 (or 77% of the total) had the right answers filled and returned, while 62 (or 23%) did not. Cronbach Alpha was used to assist in a reliability test, which produced a result of 0.733, indicating strong dependability and consistency, in addition to content and face validation to verify the accuracy of the questionnaire items. To test the

hypotheses, regression analysis was employed. The null hypothesis should be accepted, based on the research analytics decision criteria, if the computed p-value is at the 5% significance level with the relevant degree of freedom higher than the table value. If not, it should be rejected.

3.1. Data Presentation and Analyses

The answers to the questionnaire items, which are displayed in Tables 1 through 5, are collected in this part.

Table 1. Anxiety and uncertainty in both the business operations and environment influence the level of cooperative behaviours among staff

	Total	Percentage
SA	20	10
A	30	15
UND	27	13
SD	35	17
D	90	45
Total	202	100

Source: Field survey 2024

Out of the 202 respondents, Table 1 reveals that 20 (9%), 30 (14%), and 27 (13%) agreed that workplace and environmental anxiety and uncertainty affect employees' level of cooperative conduct. 90(44%) disagreed with the statement, while 35(17%) strongly disagreed.

Table 2. Volunteering in tasks improves and strengthens the mental and emotional well-being of the firm

	Total	Percentage
SA	25	12
A	67	33
UND	25	12
SD	27	14
D	58	29
Total	202	100

Source: Field survey 2024

Table 2 shows that of the 202 respondents, 25 (12%), 67 (33%) agree (strongly agree) that employees' voluntary participation in tasks improves their mental and emotional well-being in the workplace, while 25 (12%), 27 (13%) and 58 (28%) disagree (strongly disagree).

3.1.1. Research Hypothesis

H₁. *Paranoia impacts the pro-social support of TBFs.*

Table 3. Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.879 ^a	.773	.773	.54352	1.561

a. Predictors: (Constant), Paranoia

b. Dependent Variable: Pro-social support

Table 4. ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	510.381	1	510.381	1727.670	.000 ^b
	Residual	149.776	200	.295		
	Total	660.157	201			

a. Dependent Variable: Paranoia

b. Predictors: (Constant), Pro-social support

Table 5. Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.448	.059		-7.571	.000
	Paranoia	1.329	.032	.879	41.565	.000

a. Dependent Variable: Pro-social support

R = 0.879
R² = 0.773
F = 1727.670
T = 41.565
DW = 0.161

3.1. 2. Interpretation

Tables 3 through 5 demonstrate that a greater proportion of the variance in the dependent variable can be accounted for by the model, as the regression sum of squares (510.381) surpasses the residual sum of squares (149.776). The variance explained by the model cannot be the result of chance, as indicated by the significance value (0.000) of the F statistics being less than 0.05. Pro-social support and paranoia are positively correlated, as indicated by the correlation coefficient (R), which reads 0.879. The variance in pro-social support can be described by changes in paranoia, according to the coefficient of determination, or R square, which shows that it explains 77.3% of the variation. A low estimate error of around 0.54352 is displayed by the regression model. There is no autocorrelation, as indicated by a Durbin-Watson value of 1.561, which is almost equal to 2. The statistical significance ($t = 41.565$) positive correlation between paranoia and pro-social support is demonstrated by the paranoia coefficient of 0.879. Therefore, accepting the alternative and rejecting the null hypothesis is justified.

3.1.3. Discussion

The finding concerning the first objective of assessing the effect of paranoia on pro-social support of Tech-based firms in Auckland Metropolis of South Africa. The hypothesis is tested using regression analysis, and the findings ($r = 0.879$; $F = 1727.670$; $t = 41.565$, $P < 0.05$) indicate that paranoia has a statistically significant and positive effect on pro-social support. The present study's conclusions align with those of Huang and Zhao (2020), Fang et al. (2020), and Di Gennaro et al. (2020) in that they underscore the importance of mental health and highlight the heightened psychological strain that the pandemic has imposed on society about collaboration and cohabitation. In addition, Van-Quaquebeke (2016) asserts that enterprise anxiety and paranoia have a significant positive association with employee performance and that having paranoid thoughts is both a prerequisite and an outcome of excelling in any circumstance. In addition, it concurs with Monyei et al., (2022), and Dávila and Finkelstein's (2013) position that organizational pro-social behaviours, together with its motives were significantly associated with well-being, emphasising once more the need to view an organization's pro-social actions as being in line with its function since they are linked to both organisational learning and profitability.

4. Conclusion

Since the insurgence of the current 4IR as a global phenomenon to workplace viability and staff functioning. A complete refinement, re-strategizing and re-think of both firms and human endeavours has been witnessed globally. It has therefore caused the conscious adoption of familiar or novel strategies and methods in doing business. For instance, information technology systems and their universal application as a strategy have uncovered the relevance and positive bearing on the productivity of firms' operations. Organisations now aspiring for permanence, competitive edge and innovativeness during this global wave of the 4IR are placing enormous preference on it. In light of this, indications from this study point out that the 4IR has a significant statistical influence on tech-based firms' productivity. The adoption and deployment of technological apparatuses will ensure increased productivity, with an ensured level of control over functional areas, techniques, and operations, notwithstanding the problems that the Fourth Industrial Revolution poses to enterprises' operations. It is agreed by Tech-based firms that paranoia has become a major delusion in the business environment causing the need to alter inter-relational methods, not only in terms of support but in strategies to navigate the challenges brought about by the complexities of the 4IR. More so, the dynamics of the business environment today created as a result of this revolution, breeds a consciousness for change in the mode of operations, and Tech-based firms that can re-engineer business processes appropriately in response to the global wave will remain viable. It is thus affirmed that with the practice and wilful deeds such as pro-social support, delusions such as paranoia will be adequately mitigated and with no overarching influence on the optimality of business routines. Hence, this investigation concludes that paranoia has a significant influence on pro-social support; and to remain viable amidst the 4IR era, stakeholders of Tech-based firms have agreed and strongly agreed that pro-social deeds are a pre-requisite strategy to curb paranoia tendencies. Consequent on the understanding/observation that this strategy is not only convenient but a pre-requisite in redressing the challenges caused by paranoia to workplace endeavours.

4.1. Policy Implication

As a policy implication has been made based on the study's findings; Tech-based firms' staff are advised to show greater consistency in support/deeds that positively propel both colleagues and the workplace towards accomplishing objectives. This is because volunteering, for instance, has been found to ease health and emotional well-being, task complexities, and anxiety of individuals and firms.

Consequently, this has been found to drive the firm along a stable path and keep colleagues well engaged in the discharge of their tasks which ultimately yields favourable outcomes for the longer term.

5. Limitations and Potential Areas of Further Research

The lack of research materials on the topic and respondents' time constraints were two of the study's most significant shortcomings. To address this, though, pertinent related literature was found online and in print, which provided important context for the discussion. The respondents were also given an accelerated window of time to complete the survey because they were met during breaks and leisure moments.

We offer a scope for further research after making our modest contribution. For this investigation, there are two crucial elements. A significant amount of research has been conducted in the medical sciences, which is the basis for the first. A closer examination of this research reveals limitations in the management and behavioural sciences, which indicate little to no agreement on how businesses could reduce the delusions caused by paranoia. Despite this, there may have been a deluge of literature on the subject as a result of this. In addition, as the majority of studies that are currently available in the literature use panel data to obtain their qualitative data, a thorough analysis that focuses on methodology, policy, and administrative consequences is necessary. It is likewise devoid of industry stakeholders' and administrators' policy locus.

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THE INFLUENCE OF ORGANIZATIONAL CULTURE ON THE SURVIVABILITY OF FAMILY BUSINESSES

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Abstract

The study examined the influence of organizational culture on the survivability of family businesses in South-Eastern Nigeria. The study adopted a historical analytical approach in the study of Jevnik Restaurant - family owned business, situated in one of the states in South-eastern Nigeria, that have been in operation for more than 25 years. The name of the enterprise is Ntachi – Osa Restaurant, a popular mega restaurant, situated within Owerri metropolis, the capital of Imo State, Nigeria, with branches in Port Harcourt and Abuja. The success and survivability of the business have been built on its outstanding and excellent organizational culture, which is evident in their punctuality, prompt service – delivery, honesty, cleanliness and good customer relationship. These attributes have attracted loyal customers and clients who have patronized them for more than a decade. In order to corroborate the result from the historical analysis, a mini survey that consist

of 30 customers who were conveniently selected, was carried out in order to evaluate their opinion on Ntachi-Osa's organizational culture. The responses generated from them correlate with the findings from the historical analysis. Therefore, it is evident that organizational culture is the engine that drives business enterprises. Thus, business owners should endeavor to incorporate honesty, discipline, prompt service delivery, and punctuality in building a lasting culture for their enterprise.

Keywords: *organizational culture, family owned business, survivability*

JEL Classification: *L26, M14, L21, D22, G32*

Introduction

Though not certain or might be a bit exaggerating, but the development, pattern and consolidation of organizational culture in corporate enterprise has since been in the forefront of research in the past two decades, for effective management (Peters & Waterman 1982; Sorensen 2002; Lee & Chen 2005). Indeed, the culture of organizations have maintained their grandstanding within the domain of management and social scientists (Ogbonna & Harris 2002; Ravasi & Schultz 2006). In the same vein, Schein (1996) posits that culture is one of the most powerful and constant forces that dictate work in organizations. Culture also influences income generation through effective business operations by organizations (Denison 1984), in their internal development (Cox et al. 1991) and in strategic success (Bluedorn & Lundgren 1993). Any firms with intent to form merger most consider the organizational culture that must suit both sides (Fairclough, 1998). Unfortunately, little research has been carried out to study of organizational culture in family firms within the academic community. (Gallo, 1993, 1995); This current study will contribute significantly to the body of literature on the family owned business, based on the relevance of organizational culture in gaining competitive advantage over other enterprises. (Barney, 1991; Ogbonna, 1993; Ogbonna & Harris, 2000).

A considerable number of enterprises in Nigeria and particularly in South-eastern Nigeria, are privately owned and a most part of the business are family owned, which contribute immensely to the economy of South-Eastern Nigeria. Oyeyinka posits that 95% of the businesses in Nigeria are indigenous businesses which are equally owned by the indigenous families (Oyeyinka, n.d). This was even confirmed by the Economic Intelligence Unit in Nigeria, which stated that

51.5% of the 200 largest listed companies are all owned and managed by indigenous families. Thus, streamlining it down to South-Eastern Nigeria, Most major markets, shopping plazas and cities in Enugu, Onitsha, Aba, Abakaliki and Owerri are dominated by family owned businesses that contribute toward South-eastern economic and infrastructural development through tax and rates payments.

Sadly, just a small fraction of these businesses were able to survive the next two generations. Family Business Consulting report stipulates that only 30% of family owned business made it to second generation, while 12% of the businesses were able to maintain viability in the third generation and only about 3% scaled through into fourth generation and subsequent generations (Bessant, 2003). The percentage might be a bit higher in South-Eastern region of Nigeria, considering the fact that the people are entrepreneurial and business-oriented. However, the untimely death of family owned business can be related to lots of challenges, such as; poor succession planning, financial constraints, poor management, improper organizational culture and so on. Of all these aforementioned factors, organizational culture has a significant contribution towards effective management and subsequent survivability of family owned business. Organizational culture organization's behavior pattern, ideals, norms, experiences, philosophy, and values that guide employees' and management behavior, and it is expressed in employees' self-image, work ethics, employees relationships and interactions with the external environment, and actualization of business objectives. Thus, culture centered on shared attitudes, norms, tradition, beliefs, customs, and which can be documented or orally pronounced, but can be modified from time to time.(The Business Dictionary, n.d). Needle posits that culture equally encapsulates organization's vision, modus operandi, values, norms, systems, ideals, language, assumptions, attitude, and lifestyle (Needle, 2004). Thus, organizational culture can be said to be the way and manner things are properly done within an organization" (Deal & Kennedy, 2000). While the above definitions explain organizational behavior in workplace, other definitions emphasizes on employee behavioral mechanism, and how organizational culture significantly affect the behaviors of employees in an organization.

Therefore integrating this definition to family business, organizational culture is a set of shared values, beliefs, attitude, manners and ideals that guide what happens in family owned enterprises by carefully defining appropriate behavior for various circumstances (Ravasi & Schultz, 2006). Organizational culture affects the way both the management and employees interact and relate even with clients, and stakeholders. Also, it influences the way employees bond well with the

organization (Schrodt, 2002). In business terms, it is equally referred to as; “corporate culture,” “workplace culture,” or “business culture.” Business founders are relevant to the formulation and inculcating workplace culture in his or her employees. However, the correlation between leadership and culture is not uni-dimensional. While leaders are chief innovators of organizational culture, an established culture influences the type of leadership they adopt (Schein, 2010).

Unfortunately, despite the rate at which founders try to set long lasting organizational culture, that will aid the survivability of their family owned business, it appears the culture gets to die before the business gets into second generation. This can be attributed to the unwillingness of the owners and founders to inculcate the business culture in potential successors and key associates that will continue managing the business after the founder’s exit. As a result of Igbo traditional practices, founders are mostly encouraged to entrust the businesses to their children and in most cases, in compliance to the Igbo patriarchal culture; the family business is mostly to the first son of the family, even when more qualified and capable hands that will handle the business better are available. Thus, due to inability of the successor, to handle their businesses, who perhaps is bereft of the organizational culture, therefore, may affect business performance and viability. It is this premise that this study is built on.

Objective of Study

The main goal of this study is to investigate the influence of organizational culture on the survivability of family businesses in South –East, Nigeria. other specific aims is to;

- i. Ascertain the significance of organizational culture in family business performance
- ii. Evaluate the challenges bedeviling the integration of proper organizational culture in family business
- iii. Discover ways to mitigate the adverse effect of inappropriate organizational culture on family business growth and viability.

Research Questions

Thus, the following questions will lead the direction this research will follow;

a) Does organizational culture have any significant influence on the survivability of family business?

b) What is the significant influence does organizational culture has on family business performance?

c) What challenges bedevil integration of appropriate organizational culture in family business?

d) What strategy will help ameliorate the adverse effect of inappropriate organizational culture on the growth of family business?

Literature Review

Conceptual Review

Organizational culture is relevant construct that influences both the individuals and organization; the relationship that exist among these two variables, and the outcomes. In most scientific literature, especially within the scope of organizational behavior and management science, there is no general definition given to organizational culture. (Hatch & Zilber; 2012). Most theorists within the aforementioned fields posit that culture is a very vague concept that cannot be conventionally defined. Abu-Jarad et al, (2010) concurred with their postulation that there exist different perspectives on the concept, culture. Historically, researches conducted within the domain of organizational culture, came into limelight in the 1980s. Lund (2003) confirmed that 1980s observed an increase in the research on the impact of organizational culture on organizational performance. Thus, culture is treated as an inherent subset of the organization, which allows individuals to successfully adapt and integrate well in the organization. In the second approach, the organization itself is viewed as a system of knowledge, which employees interpret individually based on one's understanding. This approach allows employees to acculturate and acclimatize with the complex social system that exist in the organization, and equally help them form corporate identity (Garcia-Torres, & Hollanders, 2009).

In other words, organizational culture can be defined as the degree to which managers' values are "integrated in the corporate system, which they mostly express unconsciously towards achieving organizational goals" (Hofstede, 1990; Tang et al., 2000). It incorporates collective values, norms, patterns, beliefs and behavioural standard acceptable by employees, which equally equip them towards tackling organizational challenges and achieving desired goals. (Adebayo, 2011; Gorondutse, & Hilman, 2019;; Daft, 2005; Goffee, & Jones, 1998). Gorondutse and Hilman (2015) grouped organizational culture into three categories, which are; supportive, innovative and bureaucratic, these are the core elements of culture that will influence employees' behaviour, actions and attitudes in the organization (Gorondutse, & Hilman, 2015; Ahmad et al., 2011; Wallach, 1983). Abdul-Halim, Ahmad, Geare and Thurasamy, (2018) asserted that the concept of innovative

culture need to be understood and integrated in most small and medium enterprises in less developed countries.

Additionally, innovative culture implies organization's values, norms, ethics and policies that are susceptible to new ideas, solutions and strategies that will enable the organization achieve its set objectives. (Dzomonda, & Fatoki, 2019; Cameron, & Quinn, 2006). Unfortunately, most family owned business founders in South-eastern Nigeria, find it difficult to share ideas or solutions with their associates and employees. They prefer to keep the business secret with them till death. Supportive culture enhances the interpersonal relationship and effective communication among employees in the organization; it is the culture that improves the cooperation and collaborations among employees in the organization. (Kraus et al., 2020). Most family businesses in South-eastern Nigeria to some extent do integrate supportive culture in their daily activities and operations. Finally, organizations that incorporate bureaucratic culture are much concerned about the structure, chain of command, hierarchies, departmentalization and communication flows among various units of the organization. The uniqueness and distinctiveness of their structure and hierarchies embodied their organizational culture. On the contrary, most family owned businesses in Nigeria, are not properly structured and that have led to the failure of most of the businesses. Thus, the inability to departmentalize their enterprise and employ competent employees to handle the newly created units becomes a big problem for the founder, because he wants to cut cost and save more money, thereby endangering the viability of his or her business.

Factors that affect organizational culture of most enterprises in Nigeria

Most small and medium enterprises in Nigeria have grown significantly in size and overtime have contributed significantly to the growth of Nigerian economy, but some of them still face challenges especially with the culture they operate with. Igbokwe (2019) argued that one of the biggest challenges that impedes the growth of the enterprises is stringent culture and ethics, which do not allow employees to exercise or express their freedom to certain extent in their workplace. Stringent policies restrict the flexibility of business operations and withhold the flow and share of ideas between employees and management. They create an autocratic system within an organization, thus, limiting the human free will, which if properly harnessed will enable the free flow of innovative ideas (Igbokwe, 2019).

Secondly, size of the enterprise affects adequate integration of organizational culture, most enterprises in Nigeria, are small firm with limited number of staff, thus, it is difficult to introduce some of the elements or types of organizational culture, for

instance, the bureaucratic culture in such enterprises. Also, due to the size of the enterprise, most family business founders do not bother with organizational culture, they just carry every staff along with the dos and don'ts in the enterprise. Funsho (2016) argued that business founders cannot claim to have organizational culture in their small firm, because the organization deals not only with the structure, but size too. Therefore, most small firms in Nigeria do not have a well defined organizational culture due to the size and capacity of their businesses.

Thirdly, Aneke (2022) equally argued that another factor that affects the integration of organizational culture is organization's workforce or manpower. The size of the staff determines whether it will establish a defined corporate culture or not. Owing to the fact that most small enterprises in Nigeria have staff size between the ranges of (2 – 25) employees makes it difficult to inculcate a well defined culture among the employees. Thus, employees depend solely on the directives from the founder, who equally act in the capacity of managing director before they act. There is no lay down rules or regulations for the employs since they all take directives solely from the founder.

Fourthly, organizational culture is quite difficult to incorporate in most family owned enterprise because founders set their core value system on a dishonest foundation, thus, breeding unethical standard in their business operations and dealings with business clients (Aneke, 2022)

Institutional Theory

The theory posits that institutions especially family owned business' culture are influenced by external demands pressure from their environment, thus, adjusting organizational norms and patterns in order to handle and harness environmental pressure. (Martínez and Dacin 1999; Oliver 1991).

Most authors understand institutions to mean different thing, some see it as system which incorporate both cognitive structures and normative rules; others view it as a regulatory processes which determine their social behavior of firms. These two perspective are interrelated, in the sense that, institutions incorporates various strategies, patterns and models derived from the worldwide perspective and then narrow them down to the organization, as witnessed in most family own businesses that adapt their culture, in accordance with national economic trend, global market dynamics and international best practices (Scott 1995a). More so, employees build organizations, through a deliberate and rational process of social construction with fits well with the systemic norms and rules (North 1990; DiMaggio and Powell 1991; Powell 1991). The family business takes into account the institutionalists' perspectives, which sees family business as an economic

institution build upon a systemic framework, whose culture is reinventing to suite into market dynamics (North 1990; DiMaggio and Powell 1991; Powell 1991.

Methodology

This study is a qualitative one because the data that were used were generated from secondary source, also to further understand organizational culture of a company one need to carry out a historical analysis of the said company, in order to ascertain corporate culture that is inherent in that corporation. Thus, historical analytical technique was employed in other to study the patterns, lifestyle and activities of an enterprise in order to draw plausible conclusion about their organizational culture. This study is delineated to Jevnik restaurant, an exquisite eatery situated in Owerri, the capital of Imo state, which specializes mainly in the retailing and catering of Igbo traditional dishes within the metropolis. It is one of the most popular restaurants, with branches in mega cities in Nigeria, such as; Port Harcourt and Abuja.

History of Jevnik Restaurant

Jevnik Restaurant started by Mrs. Jovita Inyang , an Imo State indigene married to a Calabar indigene. She started as baker in the late 1988, selling confectionaries like cake, buns, and meat pie, just to raise money and fund her kids education. She later shifted to restaurant business, after being advised by her kinsmen, who was an undergraduate in the University of Calabar, she started the first buka business, within the school premises, after which she relocated to Port Harcourt in 1990, there she established Jevnik maiden restaurant. The business kept on growing, because of its customers’ patronage, which is attributed to the business culture, built on good hygiene, quality delivery, efficient customer relationship management, proper time management, and courtesy. This culture attracted more customers, which led to the expansion of the restaurants to mega cities in Nigeria and within southeastern regions.

NTACHI-OSA RESTAURANT	
<i>Specialty</i>	Igbo traditional Cuisines and Catering services
<i>Business Type</i>	Family owned business
<i>Location(s)</i>	Abuja, Port Harcourt, Owerri
<i>Staff Strength</i>	50 – 120 employees
<i>Management</i>	Family members and business associates
<i>Customer base</i>	1000 +
<i>Viability</i>	2000 – present

Over the years, Jevnik restaurant has maintained top-notch services in the culinary and catering service within Southeastern Nigeria and its neighboring regions. The customer satisfaction confessed by its loyal and regular customers is very high.

In order to examine their organizational culture a survey study was equally carried out among regular customers that attend the restaurant, thirty customers were conveniently sampled for the study, to ascertain their opinion on the company’s organizational culture. The mini study was carried out at their Owerri branch and it lasted for a period of two weeks. Five-item questionnaire, which contains questions measuring organizational culture, was employed for the study.

Findings

The data generated from the mini survey was subjected to statistical analysis using, statistical package for social sciences (SPSS) software version 22, frequency count and simple percentage were the statistical tool employed in analyzing the data generated. Below is the result as gotten from SPSS.

Table 1

Gender				
	Frequency	Percent	Valid Percent	Cumulative Percent
Male	18	60.0	60.0	60.0
Female	12	40.0	40.0	100.0
Total	30	100.0	100.0	

Field Study, 2023

The table evinced that 60 percent of the respondents that participated in the study are males, while the 40 percent of the respondents are females.

Table 2

Years of Patronage				
	Frequency	Percent	Valid Percent	Cumulative Percent
0 – 5 years	9	27.0	27.0	30.0
6 – 10 years	16	58.0	58.0	85.0
More than 10 years	5	15.0	15.0	100.0
Total	30	100.0	100.0	

Field Study, 2023

When respondents were asked about the number of years they have patronized Jevnik restaurant, 27 percent of the respondents have patronized the restaurant for less than 5 years, 58 percent of the respondents have patronized the restaurants

between 6 to 10 years, while 15 percent of the respondents have patronized their services for more than 10 years.

Perception on organizational culture of Jevnik Restaurant

Table 3

Employees working in different department have common view about the firms ethics and values				
	Frequency	Percent	Valid Percent	Cumulative Percent
Yes	19	59.4	63.3	63.3
Undecided	9	28.1	30.0	93.3
No	2	6.3	6.7	100.0
Total	30	93.8	100.0	

Field Study, 2023

The above table shows that when customers were asked whether employees working in different departments in Jevnik have common view about the firms ethics and values, 63 percent of the respondents responded in affirmation, 30 percent of respondents were undecided, while 7 percent of the respondents disagreed with the notion. Most of the customers agreed on the uniformity of purpose and delivery of service.

Table 4

They have a ethical value system that help employees differentiate customers' satisfaction and dissatisfaction				
	Frequency	Percent	Valid Percent	Cumulative Percent
Yes	21	65.6	70.0	70.0
Undecided	7	21.9	23.3	93.3
No	2	6.3	6.7	100.0
Total	30	93.8	100.0	

Field Study, 2023

When respondents were asked whether the restaurant have an ethical value system that help employees differentiate customers' satisfaction and dissatisfaction, 70 percent of the respondents agreed to the notion, some stated that employees study discretely customer's reactions and make sure they served on time to avoid dissatisfying their customers. 23 percent of the respondents were undecided, while 7 percent of the respondents disagreed with the notion.

Table 5

The ethical conduct of the employees is seen their dress code and neatness				
	Frequency	Percent	Valid Percent	Cumulative Percent
Yes	19	59.4	63.3	63.3
Undecided	11	34.4	36.7	100.0
Total	30	93.8	100.0	

Field Study, 2023

When respondents were asked whether the ethical conduct of the employees is seen in their dress code and neatness, 63 percent of the respondents agreed with the notion, some stated that the company’s uniform which most of the employees are adorned with, are always clean, also those sales representatives that dish out food, cover their hair properly to avoid contaminating the food with hair strands, other stated that the cleaners carry out their duties judiciously in order to maintain the cleanliness and orderliness of the restaurant. While 37 percent of the participants were undecided, none of the respondents disagreed with the notion.

Table 6

Employees have a strong culture of punctuality and promptness in attendance to customers’ needs				
	Frequency	Percent	Valid Percent	Cumulative Percent
Yes	20	62.5	66.7	66.7
Undecided	5	15.6	16.7	83.3
No	5	15.6	16.7	100.0
Total	30	93.8	100.0	

Field Study, 2023

When respondents were asked if employees have a strong culture of punctuality and promptness in attendance to customers’ needs, 67 percent of the respondents agreed with the notion, rated their promptness in service delivery very high, also they acknowledge their punctuality on daily basis. 17 percent of the respondents were undecided, while 17 percent of the remaining respondents disagreed with the statement.

Table 7

Generally employees maintain courtesy and good conduct in their relationship with customers				
	Frequency	Percent	Valid Percent	Cumulative Percent
Yes	19	59.4	63.3	63.3
Undecided	11	34.4	36.7	100.0
Total	30	93.8	100.0	

Field Study, 2023

When respondents were asked if employees maintain courtesy and good conduct in their relationship with customers, 63 percent of the respondents agreed to the notion, some stated that they have the friendly and cordial approach sale representatives adopt in relating with customers, others acknowledged their cute smiles, good communication skills and generally their good conduct which they maintain in relating with the customers, while 37 percent of the respondents were undecided.

Conclusion and Recommendation

The study investigated the influence of organizational culture on the survivability of family businesses in South East Nigeria. A qualitative methodology was adopted in the study, a historical analysis of Jevnik restaurant was carried out in the course of the study. The reason for the selection of the restaurant is because it is a family owned business, popularly known in Port Harcourt, Abuja and Owerri cities and has withstand the test of time over the years in business within Southeastern region. Thus, a mini survey was carried out among regular customers in order to corroborate the information gathered from the historical analysis. Thus, the finding from the study evinced that Jevnik restaurant has maintained a sound and standard organizational culture that has endeared customers and consumers far and wide to patronize their services. Also, over the years the restaurant have equally rebranded and redefined their culture as the year gone by, thereby improving their work ethics and etiquettes along the line.

Thus, based on findings, the following questions have been answered in the course of the study

- a) *Does organizational culture have any significant influence on the survivability of family business?*

Based on historical analysis of Jevnik restaurant, they have been in business operation for the past 25 years and counting, also the business has witnessed great infrastructural and organizational transformation within this timeframe, and has equally expanded its services to other environ within Southeastern region. Thus, it can all be linked to excellent customer service delivery, good core-values and customer relationship management, which are all elements of organizational culture.

b) *What is the significant influence does organizational culture has on family business performance?*

The historical analysis evinced that Jevnik enterprise grew from a one-woman roadside business in the early 2000 and then evolved into mega popular enterprise with branches spread across Southeastern Nigeria. One cannot dispute the relevance of their organizational culture in boosting their business performance. The ethical standard they have maintained in preparing their traditional dishes, relating with customers and ensuring excellent service delivery are aspect of their organizational culture, that has improved their general business performance over the years.

Therefore, it is evident that organizational culture plays a significant role in the survivability of family owned business, suffix it to say, organizational culture is the soul of every organization, because it defines their business operations, activities, modus operandi, ethics, vision and mission and above all it determines the productivity and profitability of the organization and enterprise.

Recommendation

To improve on the organizational culture of any enterprise, the following elements should be incorporated in the value system of that enterprise;

- i) *Honesty*: incorporating culture of honesty in all business dealings, establishes trust and loyalty from potential customers and consumers, this trust can attract referrals and recommendations from customers and consumers far and wide.
- ii) *Punctuality*: punctuality they say in is the soul of business, when business owners imbibe the culture of punctuality in their business, it will set the ground for proper business operations and activities to take place. Most business deals can be executed, if business owner come out on time for business, if not, clients will look for alternative business to invest.
- iii) *Courtesy*: courtesy oils business relationship between business owners and their potential customers, family business owners should improve

on their customer relationship management, by employing competent staff with inherent human psychology or excellent communication skill that facilitate cordial relationship between business enterprise and its potential customers

- iv) *Prompt Service Delivery*: the nature and manner in which businesses deliver their services determine the degree of patronage they get from customers, therefore, family business owners in South-East, should endeavor to deliver their services on time and avoid keeping customers waiting for so long, before being attended to.
- v) *Neatness/Orderliness*: Cleanliness is next to Godliness has they always say, therefore, business owners should endeavor to tidy up their workplace, keep their offices and departments in order, maintain neatness in their dispositions and service delivery, this culture will attract the patronage of customers and subsequent consumers.

Therefore, family owned businesses in South-Eastern Nigeria, should endeavor to integrate the aforementioned elements in their organizational culture in order for them to survive the test of time and equally enjoy the patronage of customers and consumers.

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NAVIGATING THE INTRICACIES OF ORGANIZATIONAL DOWNSIZING: A CONCEPTUAL FRAMEWORK ON THE CAUSES, EFFECTS AND STRATEGIES OF PRESERVING EMPLOYEE COMMITMENT

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Abstract

This research delves into the intricate landscape of organisational downsizing, examining its causes, effects, and strategies for preserving employee commitment. Utilising a combination of correlational analysis and multiple linear regression, the study explores the relationships between downsizing dimensions (monetary causes and change agent role) and employee commitment. Drawing upon a mixed-methods approach encompassing correlational analysis and multiple linear regression, this study investigates the relationship linking downsizing dimensions and employee commitment. The research uncovers significant correlations and predictive patterns by analysing data from 3 freight organisations in a third-world country, utilising surveys from 250 employees and archival records, shedding light on the underlying mechanisms driving downsizing outcomes. Specifically,

the analysis reveals a robust positive relationship between monetary causes of downsizing and commitment, underscoring the pivotal role of financial factors in shaping employee attitudes during downsizing transitions. In contrast, the study finds no significant correlation between downsizing as a change agent and employee commitment, indicating a nuanced landscape where organisational restructuring may not inherently influence employee engagement. Furthermore, multiple linear regression analysis elucidates the predictive power of monetary causes of downsizing, explaining a substantial proportion of the variance in employee commitment. These findings underscore the complexity of downsizing processes and highlight the importance of strategic decision-making in mitigating adverse effects on employee morale and organisational performance.

Keywords: *downsizing, employee commitment, monetary causes, change agent, correlation, mixed methods*

JEL Classification: *M12; M16; M54*

1. Introduction

Organisational downsizing has emerged as a prevalent strategy in contemporary business environments, reflecting the ever-evolving landscape of global markets, technological advancements, and economic uncertainties (Mushonga & Ukpere, 2023). Defined as the deliberate reduction of workforce size within an organisation, downsizing represents a strategic response to various internal and external pressures, ranging from cost pressures and competitive forces to shifts in consumer preferences and industry disruptions (Ifeoma & Patience, 2021). Meanwhile, Cascio (2013) states that downsizing is often portrayed as a necessary measure to streamline operations, enhance efficiency, and ensure organisational viability; its implementation initiatives are fraught with complexities and challenges, particularly concerning its impact on employee commitment and organisational culture.

According to Frone and Blais (2020), historically, downsizing has been a recurrent phenomenon, punctuating periods of economic downturns, industry consolidation, and technological transformations. From the mass layoffs of the 1980s and 1990s to the more recent waves of restructuring spurred by digitalisation and globalisation, organisations across industries have grappled with the delicate balance between cost containment and human capital management (Tsai & Yen, 2020). However, according to Mushonga and Ukpere (2022), the implications of downsizing extend beyond mere numbers on a balance sheet, encompassing

profound effects on employee morale, organisational cohesion, and long-term competitiveness. Mushonga and Ukpere (2023) argue that understanding the causes, effects, and strategies for navigating through downsizing processes is imperative for organisational leaders seeking to mitigate risks and maximise benefits.

Theoretical frameworks from organisational behaviour, strategic management, and human resource management offer valuable insights into the underlying mechanisms driving downsizing decisions and their subsequent effects on organisational dynamics (Noe et al., 2019; Arzuaga et al., 2021; Johnstone, 2019). Drawing lessons from theoretical frameworks like the resource-based view, which emphasises the planned allocation of organisational resources, and social exchange theory, which explores the reciprocal relationships between individuals and organisations, researchers have sought to unravel the complexities of downsizing processes (Mone & London, 2018). Furthermore, organisational justice theory provides a lens through which to analyse the fairness and legitimacy of downsizing practices, highlighting the importance of procedural fairness and distributive justice in mitigating adverse employee reactions (Colquitt, et al., 2019).

According to Tang et al. (2018), despite its prevalence in contemporary business practices, downsizing remains a contentious issue fraught with ethical, legal, and social implications. While organisations may justify downsizing as necessary to ensure survival and competitiveness in turbulent market environments, critics argue that the human costs associated with workforce reductions cannot be overlooked (Arzuaga et al., 2021). According to Anand et al. (2023), from layoffs and job insecurity to decreased morale and diminished trust in leadership, the psychological toll of downsizing on affected employees can be profound and long-lasting. Moreover, Frone and Blais (2020) state that downsizing initiatives have been linked to adverse outcomes such as decreased innovation, loss of institutional knowledge, and erosion of organisational culture, posing significant challenges to long-term sustainability and growth.

Against this backdrop, this research endeavours to comprehensively examine the causes, effects, and strategies for navigating through downsizing processes while preserving employee commitment. By adopting a multidisciplinary approach that integrates insights from behavioural sciences disciplines like organisational behaviour, the study aims to shed light on the complex interplay between downsizing decisions, organisational dynamics, and employee attitudes. Through empirical analysis and theoretical synthesis, the research seeks to inform organisational leaders and policymakers about the potential risks and opportunities

associated with downsizing initiatives, offering actionable recommendations for managing change while safeguarding employee well-being and organisational resilience.

The following sections will delve into the existing literature on downsizing, elucidating theoretical underpinnings, empirical findings, and practical implications for organisational practice. Subsequently, the research methodology employed in this study will be delineated, outlining the approach taken to analyse the relationships between downsizing dimensions and employee commitment. Finally, the analysis results will be presented and discussed, followed by implications for practice and avenues for future research. Through this inquiry, the researcher contributes to the scholarly discourse on organisational change and provides practical insights for leaders navigating downsizing transitions.

2. Literature Review

Organisational downsizing has been a subject of extensive scholarly inquiry, with researchers exploring its antecedents, consequences, and managerial implications from various theoretical perspectives (Cascio, 2013). The literature on downsizing encompasses a wide array of disciplines, including organisational behaviour, human resource management, strategic management, and sociology, reflecting the multifaceted nature of this phenomenon (Ifeoma & Patience, 2021; Noe et al., 2019; Arzuaga et al., 2021; Johnstone, 2019). This section comprehensively reviews the existing downsizing literature, focusing on its historical evolution, theoretical foundations, empirical findings, and practical implications for organisational practice.

Historically, downsizing can be attributed to the economic recessions of the 1970s and 1980s, which prompted organisations to adopt cost-cutting measures and restructuring initiatives to weather financial downturns (Cascio, 2013). The mass layoffs and plant closures that characterised this period marked the onset of what has since become a recurring strategy for organisations facing economic challenges (Arzuaga et al., 2021). Scholars have documented the cyclical nature of downsizing, with waves of restructuring typically occurring during periods of economic uncertainty or industry upheaval (Mone & London, 2018; Arzuaga et al., 2021; Johnstone, 2019). Despite its prevalence, however, the effectiveness of downsizing as a strategic tool for organisational renewal and revitalisation remains a topic of debate.

Theoretical frameworks from organisational behaviour and strategic management offer valuable insights into the underlying mechanisms driving

downsizing decisions and their subsequent effects on organisational dynamics (Anand et al., 2023). One such framework is the resource-based view (RBV), which suggests that organisations have distinctive combinations of resources and capabilities that confer competitive advantage (Mone & London, 2018). From this perspective, downsizing can be seen as a strategic reallocation of resources to enhance organisational efficiency and performance (Noe et al., 2019; Arzuaga et al., 2021). Organisations may seek to divest from non-core activities and refocus their investments on core competencies, enhancing their market position. However, critics argue that the RBV perspective overlooks the human dimension of downsizing, emphasising cost containment over long-term sustainability and organisational resilience (Johnstone, 2019).

According to Mone and London (2018), social exchange theory provides another lens through which to analyse downsizing processes, focusing on the reciprocal relationships between individuals and organisations. According to social exchange theory, employees contribute their time, effort, and expertise in return for rewards such as job stability, career advancement, and financial compensation (Tsai & Yen, 2020). Downsizing disrupts this implicit social contract, creating feelings of betrayal, resentment, and mistrust among employees who perceive their contributions to be undervalued or disregarded (Alicia & Ludwig, 1999). As a result, organisations may experience decreased employee morale, increased turnover, and diminished organisational citizenship behaviours, ultimately undermining their long-term performance and viability.

Organisational justice theory offers further insights into the fairness and legitimacy of downsizing practices, highlighting the importance of procedural fairness, distributive justice, and interactional justice in shaping employee perceptions and reactions (Colquitt et al., 2019). Procedural justice refers to the fairness of the procedures used to implement downsizing decisions, such as transparency, participation, and consistency (Cascio, 2013). Employees are more likely to accept downsizing outcomes when they perceive the process as fair and equitable, even if they are personally affected by the layoffs. Distributive justice, conversely, concerns the fairness of the outcomes themselves, such as the allocation of severance packages, reemployment assistance, and career transition support (Cascio, 2013). Finally, interactional justice pertains to the interpersonal treatment of employees during downsizing transitions, such as respect, empathy, and communication (Cascio, 2013). Therefore, according to Arzuaga et al. (2021), organisations demonstrating high levels of interactional justice are more likely to

maintain trust and goodwill among employees, mitigating adverse reactions and facilitating organisational recovery.

Empirical research on downsizing has yielded mixed findings, reflecting the diverse contexts, methodologies, and outcomes associated with organisational restructuring (Alicia & Ludwig, 1999). While some studies have reported positive effects of downsizing on organisational performance, such as improved profitability, efficiency gains, and increased shareholder value, others have documented negative consequences, including decreased employee morale, reduced innovation, and erosion of organisational culture (Mushonga & Ukpere, 2023). The variability in outcomes can be attributed to a myriad of factors, including the strategic rationale for downsizing, the manner in which it is implemented, and the organisational context in which it occurs. Furthermore, the lasting impacts of downsizing on organisational resilience and sustainability remain relatively understudied, highlighting the need for longitudinal research and longitudinal research on the topic (Cascio, 2013; Mushonga & Ukpere, 2022).

Practical implications for organisational practice can be gleaned from the theoretical and empirical literature on downsizing, offering guidance for organisational leaders and human resource professionals tasked with managing restructuring initiatives (Alicia & Ludwig, 1999; Cascio, 2013). Transparent communication, fair treatment of employees, and investment in supportive mechanisms such as training and development programs can help mitigate the adverse impacts of downsizing on employee morale and performance (Mushonga & Ukpere, 2022). Furthermore, Frone and Blais (2020) argue that proactive planning, stakeholder engagement, and strategic foresight are essential for navigating through downsizing transitions with integrity and resilience. By adopting a holistic approach that integrates insights from theory and practice, organisations can effectively manage downsizing processes while safeguarding employee well-being and organisational effectiveness.

3. Methodology

The methodology employed in this study adopts a mixed methods approach, combining correlational analysis, multiple linear regression, and text data to examine the relationships between downsizing dimensions and employee commitment. Data was collected from a sample of 250 employees across 3 organisations, utilising structured surveys, interviews and archival records. The sample is selected using a purposive sampling technique, targeting organisations that have undergone downsizing initiatives within the past five years. This ensures

that the data reflects recent downsizing experiences and their effects on employee commitment, enhancing the relevance and generalizability of the findings (Creswell & Plano Clark, 2017)

The primary data collection instrument is a structured survey administered to organisational leaders responsible for overseeing downsizing initiatives within their respective organisations and employees. The survey consists of validated scales to measure downsizing dimensions under investigation and employee commitment. Archival records, such as financial reports and organisational documents, are also utilised to supplement survey data and provide insights into downsizing initiatives' strategic rationale and implementation. Statistical methods like Pearson correlation coefficients and multiple linear regression are utilised to analyse the data and evaluate the suggested hypotheses, providing an understanding of the factors influencing and consequences of downsizing procedures (Creswell, 2014).

4. Data Presentation and Analysis

Data analysis from the data collected from 250 participants across 3 organisations reveals significant insights into the relationships between downsizing dimensions and employee commitment. The study offers valuable insights into the predictors and outcomes of downsizing processes by utilising statistical techniques such as Pearson correlation coefficients and multiple linear regression. The table below shows the Pearson Correlations Analysis.

Table 1: Pearson Correlation Analysis

Correlations				
		Monetary causes of downsizing	Downsizing as a change agent	Employee commitment
Monetary causes of downsizing	Pearson correlation	1	-.074	.381**
	Sig. (2-tailed)		.361	.000
	N	156	156	156
Downsizing as a change agent	Pearson correlation	-.074	1	.007
	Sig. (2-tailed)	.361		.929
	N	156	156	156
Employee commitment	Pearson correlation	.381**	.007	1
	Sig. (2-tailed)	.000	.929	
	N	156	156	156

The correlational analysis illustrated in *Table 1* above examines the relationships between monetary causes of downsizing, downsizing as a change agent, and employee commitment. The results indicate a significant positive correlation between monetary causes of downsizing and employee commitment ($r = .381, p <$

.01). This finding suggests that organisations that implement downsizing initiatives driven by monetary factors, such as cost-cutting measures or financial constraints, tend to experience higher levels of employee commitment. However, no significant correlation is found between downsizing as a change agent and employee commitment ($r = .007, p > .01$), indicating a negligible effect of organisational restructuring on employee engagement. These findings were further probed through a multiple linear regression analysis.

Table 2: Multiple Linear Regression Analysis

Model	B	B	T	Sig	95.0% Confidence interval for B		R	R ²	F (2, 155)	P
					Lower bound	Upper bound				
					(Constant)	2.484				
Monetary causes of downsizing	.180	.383	5.116	.000	.111	.250				
Downsizing as a change agent	.011	.035	.473	.637	-.034	.056				

The above table illustrates the multiple linear regression analysis results, which delves deeper into the predictive power of downsizing dimensions on employee commitment. The regression model includes monetary causes of downsizing and downsizing as a change agent as independent variables and employee commitment as the dependent variable. The results of the regression analysis reveal that the model significantly predicts employee commitment ($R = .382, R^2 = .146, F = 13.092, p < .01$). Specifically, monetary causes of downsizing emerge as a significant predictor of employee commitment ($\beta = .383, t = 5.116, p < .01$), explaining approximately 38.3% of the variance in employee commitment. In contrast, downsizing as a change agent does not significantly predict employee

commitment ($\beta = .035$, $t = .473$, $p = .637$), suggesting that organisational restructuring may not directly impact employee engagement. Next is an illustration of the ANOVA analysis.

Table 3 ANOVA Analysis

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	2.592	2	1.296	13.092	.000 ^b
	Residual	15.145	153	.099		
	Total	17.737	155			

As indicated above, the ANOVA table produced by the multiple linear regression analysis provides additional insights into the overall significance of the regression model. The ANOVA test results indicate that the regression model is statistically significant ($F = 13.092$, $p < .01$), with approximately 15% of the variance in employee commitment explained by the independent variables. This underscores the importance of considering downsizing dimensions, particularly monetary causes, in understanding and predicting organisational employee commitment. All in all, the analysis results highlight the complex interplay between downsizing processes and employee commitment. While monetary causes of downsizing emerge as a significant predictor of employee commitment, downsizing as a change agent does not exhibit a significant relationship with employee engagement. These findings underscore the need for organisational leaders to carefully consider the strategic rationale and implementation of downsizing initiatives to minimise negative consequences and maximise benefits for employee well-being and organisational performance.

5. Discussion of Findings

The study findings offer a valuable understanding of the relationship between downsizing dimensions and organisational employee commitment. Firstly, the significant positive correlation between monetary causes of downsizing and employee commitment underscores the influence of financial factors on employee attitudes and behaviours. These results are consistent with the findings of Alicia and Ludwig (1999). Organisations that implement downsizing initiatives driven by

cost-cutting measures or financial constraints may inadvertently signal stability and resilience to employees, thereby fostering a sense of commitment and loyalty. This finding aligns with previous research highlighting the importance of perceived organisational support and economic security in shaping employee attitudes during times of organisational change (Cascio, 2013; Johnstone, 2019; Arzuaga et al., 2021).

However, the lack of a significant correlation between downsizing as a change agent and employee commitment suggests that organisational restructuring alone may not directly impact employee engagement. While downsizing initiatives may disrupt existing structures and processes within the organisation, employees may perceive these changes as necessary for organisational survival and adaptation to changing market conditions (Mushonga & Ukpere, 2023). Alternatively, the lack of a notable correlation could be ascribed to the manner in which downsizing is implemented, with factors such as communication, fairness, and support systems mitigating adverse reactions and preserving employee commitment (Ifeoma & Patience, 2021).

The regression analysis further elucidates the predictive power of monetary causes of downsizing on employee commitment, explaining approximately 38.3% of the variance in employee attitudes. This underscores the importance of considering downsizing initiatives' strategic rationale and context in understanding their impact on employee outcomes. This is in line with the views of Tang et al. (2018), who state that organisations prioritising transparent communication, fair treatment of employees, and investment in supportive mechanisms such as career transition assistance and retraining programs may mitigate the adverse effects of downsizing on employee morale and commitment.

Conversely, the lack of a significant predictive relationship between downsizing as a change agent and employee commitment suggests that organisational restructuring alone may not be sufficient to influence employee attitudes. While downsizing may signal organisational change and adaptation, its impact on employee commitment may be mediated by factors such as leadership effectiveness, organisational culture, and job security. Organisational leaders must, therefore, adopt a holistic approach to managing downsizing transitions, considering both the strategic imperatives and human dimensions of organisational change (Mushonga & Ukpere, 2023).

The study findings underscore the intricate interaction between downsizing procedures and employee commitment, highlighting the importance of considering multiple factors in understanding and predicting employee attitudes during times of

organisational change. By prioritising transparent communication, fairness, and support systems, organisations can mitigate the adverse effects of downsizing on employee morale and commitment, fostering a culture of resilience, trust, and engagement (Cascio, 2013).

5.1 Implications for Practice

The results of this study have important implications for organisational leaders and human resource professionals tasked with managing downsizing initiatives. Understanding the nuanced relationship between downsizing dimensions and employee commitment is crucial for designing effective strategies to mitigate negative consequences and maximise benefits during times of organisational change. Therefore, the following implications offer practical guidance for navigating downsizing transitions with empathy, transparency, and strategic foresight.

1. **Transparent Communication:** Transparent communication is paramount during downsizing transitions to build trust, alleviate uncertainty, and mitigate negative perceptions among employees. Organisational leaders should provide clear and timely communication regarding the reasons for downsizing, the expected impact on employees, and the support available throughout the process. Open dialogue channels, town hall meetings, and one-on-one discussions can facilitate honest conversations and address employees' concerns, fostering a culture of transparency and trust.
2. **Fair Treatment of Employees:** Fairness shapes employees' perceptions of downsizing processes and outcomes. Organisations must ensure that downsizing decisions are made based on objective criteria, such as performance evaluations, skills assessments, and business needs, rather than arbitrary or discriminatory factors. Moreover, implementing downsizing should adhere to principles of procedural fairness, including transparency, consistency, and employee involvement in decision-making. Fair employee treatment, such as equitable severance packages, outplacement services, and career transition support, can help maintain morale and minimise adverse reactions.
3. **Investment in Supportive Mechanisms:** Organisations should invest in supportive mechanisms to assist employees affected by downsizing transitions. This may include offering career counselling, retraining programs, job placement assistance, and financial planning services to help employees navigate through career transitions and explore new

opportunities. Additionally, providing emotional support, such as employee assistance programs and counselling services, can help alleviate stress and anxiety among affected employees, fostering resilience and well-being during challenging times.

4. **Leadership Visibility and Support:** Effective leadership is critical in guiding organisations through downsizing transitions with integrity and empathy. Organisational leaders should demonstrate visible support for affected employees, acknowledging their contributions and expressing gratitude for their dedication. Leaders should also model resilience and adaptability, demonstrating a positive attitude towards change and encouraging employees to embrace new opportunities for growth and development. By providing strong and compassionate leadership, organisations can instil confidence, trust, and commitment among employees, even in the face of uncertainty.
5. **Long-term Organizational Resilience:** Beyond the immediate challenges of downsizing, organisations must focus on building long-term resilience and adaptability to navigate future uncertainties. This could entail cultivating a culture that promotes innovation, adaptability, and ongoing learning, urging employees to welcome change and actively seek out chances for enhancement. Moreover, organisations should prioritise employee development and engagement initiatives to enhance skills, capabilities, and job satisfaction, thereby fostering a resilient workforce capable of thriving in dynamic environments.

5.2 Limitations and Future Research Directions

The research acknowledges various limitations, including its cross-sectional structure, dependence on self-reported information, and the possibility of other influencing factors. Future research avenues are suggested to address these limitations, such as longitudinal studies tracking the long-term effects of downsizing on employee commitment and qualitative inquiries exploring employees' subjective experiences during downsizing transitions.

6. Conclusion

This research offers valuable insights into the complex dynamics of organisational downsizing and its impact on employee commitment. By examining the relationships between downsizing dimensions and employee commitment, the study highlights the importance of transparent communication, fair treatment of

employees, and investment in supportive mechanisms during times of organisational change. Furthermore, the findings underscore the critical role of effective leadership in guiding organisations through downsizing transitions with integrity and empathy. By prioritising these factors, organisations can mitigate the negative effects of downsizing on employee morale and foster a culture of resilience, trust, and engagement. Ultimately, this research contributes to the scholarly understanding of downsizing processes and offers practical recommendations for organisational leaders seeking to navigate through restructuring initiatives while preserving employee well-being and organisational effectiveness. Organisations can emerge stronger and more resilient in the face of change through strategic planning, empathetic leadership, and proactive support.

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