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# Challenges and Opportunities in Global Business: Sustainable Excellence in Entrepreneurship

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Dr. S.Selvanathan  
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# Socio - Economic Conditions of the Tea Garden Unskilled Women Workers - A case study from Nilgiri, Tamilnadu in India

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## Abstract

*Unskilled women workers play an important role in the overall development of family, society, and the Nation. Unskilled women workers are the main and major labour force in tea garden of Nilgiri, Tamilnadu in India. They play an essential role of financial and work force in the development and establishment of tea industry in the area. This study tells that the socio - economic conditions of the tea garden unskilled women workers. Main findings of this case study expressed that there were different benefits as well as more problems in the tea garden unskilled women workers.*

*Keywords: Socio-economic conditions, Tea Garden, Unskilled women worker*

## Introduction

India is secured second largest tea producer country in the world. Tea industry plays an important role in the Socioeconomic condition in India. About 70% worker of the tea industry are unskilled women workers who are the most potential labour force and are well trained from their previous generations. Although plucking machine, pruning knife etc. Initiate in tea industry but their skill defiant them. The unskilled female workers are so much hard worker, sincere and skilled that the quality of tea is highly established. unskilled women workers labour participation in the tea plantation industry of Nilgiri has a very long history. The Nilgiri unskilled women workers all along formed the majority of the workforce of this industry in this region. The rights of tea garden unskilled women worker are still now rejecting and neglecting. Unskilled women workers are facing several problems in their day-to-day life of their family life and the society life.

## Materials and Methods

In this article, methodology is mainly focused on primary and secondary data sources. Primary data have been collected by direct contact method with the questionnaires and interview schedules and the secondary data have been collected from different tea garden association, tea board office, various newspaper and journals. Simple random sampling methods were to select the sample

of tea gardens. Data collections were performed with the help of Socio - economic conditions. In Nilgiri, Tamilnadu, India tea gardens have been selected for data collection.

## Results and Discussions

There are two types of worker present in tea estate of our survey area. They are permanent or contractual. Contractual workers are appointed at the pick time. The main tea plucking season in the Nilgiri Hills is between December and March. The first harvest, which takes place from January to March, is called "frost tea" because it's collected in cold and humid weather. The unskilled women workers can do plucking, pruning, sparing, mulching of weeds, factory work and also look after the baby day care centre.

### Workers in Tea Garden

Study Area	Nature of Worker	Number	Age Range	Percentage
Nilgiri	Permanent Female Worker	350 – 400	18 – 30	35%
			30 – 40	40%
			Above 40	25%
	Temporary Female Worker	100 – 150	18 – 30	48%
			30 – 40	20%
			Above 40	32%







### Details pay structure of tea garden unskilled women worker of Nilgiri, Tamilnadu in India

- Salary always same in permanent and temporary tea unskilled women worker.
- Salary of field worker low compare to Salary of factory worker.

### Some problems faced by the unskilled women workers of Nilgiri, Tamilnadu in India

The tea garden unskilled women workers are not only deprived of various rights but also face various other problems inside the tea gardens. They are facing various factors related problems such as social, economic and health.



- Poor health care facility
- Maternal mortality
- Problems of epidemics of various diseases
- Scarcity of drinking water
- Early marriage
- Child labour
- Alcoholism
- Illiteracy
- Superstition belief

## Conclusion

It is very much significant that the unskilled women of each and every society play an important role for their family, society as well as country. From the above discussion, it is concluded that tea garden unskilled women workers are facing several day-to-day problems in their family and society still behind in terms of socially and economically, culturally and educationally. Most of them are unaware, innocent and illiterate for that they are working only for their livelihood sustain of their family. So, it is our duty to give awareness and literate, them and always gives them moral support to develop as a socially, culturally and economically sound people.

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# A Study on Promotion and Reward Policy of the Salem Steel Plant

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## Abstract

*Internal mobility is the upgrading of employees who takes place between the jobs in sections, departments or divisions of the organization. Internal Mobility is essential to match the employee's skill and requirements of the job and those of the organization constantly. Internal mobility can obtain any or more of the form of promotion, demotion, transfer and reward policy. The promotion policy should be discussed with the labour unions and their receipt must be obtained in the form of an agreement. When promotions and rewards are made on the basis of competence, openings for promotion should be displayed at several places to enable involved people to apply and rewards should be given for appropriate candidates based on their employment altitude.*

*Keywords: Promotion, Reward, mobility, appraisal*

## Introduction

Internal mobility is the upgrading of employees who takes place between the jobs in sections, departments or divisions of the organization. Internal Mobility is essential to match the employee's skill and requirements of the job and those of the organization constantly. Internal mobility can obtain any or more of the form of promotion, demotion, transfer and reward policy.

Promotion is the important term for employee in the organization to another job, higher in organization's hierarchy. In the fresh job, the employee finds a difference in salary, status, responsibility and grade of job or designation. As a whole, the group perceives the staffing of vacancy worth more than the employee's present position. In distinction to promotion when the salary of an employee is increased without a consequent change in the job-grade, it is known as 'upgrading'. But when hold up does not effect in change in pay, it is called 'dry promotion'. Promotion is a method of inner mobility

The HRM must make it clear whether to fill up advanced positions by internal promotions or employ people from outside. Generally speaking top positions in an organisation are filled through outside recruitment. The junior positions are filled by promotions from inside the organisation. When

it has been decided to fill up higher positions with promotions, a further decision on influential the basis of promotion should be made by HRM. The basis of promotion may be superiority or merit basis or both. One most significant point regarding the policy of promotion is whether to support employees against vacancies or non-vacancies. In many organization promotions are done on a non-vacancy basis after they complete a minimum time of service. Such promotions are point in time bound and not based on vacancy or merit. The other put into practice is to link promotions to vacancies. Sometimes these vacancies are created to avoid aggravation among the aspirants for promotion. A promotion should be proceeding by a job analysis and performance appraisal. A job analysis is vital to know what the job demands from the employee and performance appraisal will enable the management to know whether the employee in question can match the requirements of the job. The promotion policy should be discussed with the labour unions and their receipt must be obtained in the form of an agreement. When promotions and rewards are made on the basis of competence, openings for promotion should be displayed at several places to enable involved people to apply and rewards should be given for appropriate candidates based on their employment level.

### Profile of the Salem Steel Plant

The structure of the plant was inaugurated in June 13, 1972 thus a deliberation of having a steel plant in Salem had started enchanting an outline in the foot -hills of kanajamalai. A Steel plant in Salem was an elongate esteemed dream of Tamilnadu. It produces hot rolled Stainless steel and carbon steel coils of various grades by processing slabs. Hot rolled Stainless steel coils are further processed to produce cold rolled stainless steel coils, Sheets and blanks of various grades. The Plant has around **1344 employees** on its pay roll and most of them are with good educational and training background. Since inception, SSP has built up a reputation for its good product quality.

### Review of Literature

**Armstrong. Michael. (2006) Human** resource management can effort to enhance morale and productivity, limit job turnover, and also can help organizations increase performance and improve business results. Recruitment, training, performance appraisal, promotion, motivation are important support of human resource management.

**Lee & Lee, (2007)** uncovered six underlying HRM practices on business performance training and development, teamwork, compensation/incentives, HR planning, performance appraisal, and employee security help improve firms' business performance including employee's productivity,

product quality and firm's flexibility. This study reveals that three items of HRM practices influence business performance: training and developments, compensation, incentives and reward system.

### **Objectives of the Study**

- ✓ To identify the influencing factors consider for promotion.
- ✓ To find out the association between the basis of reward system and demographic variable.
- ✓ To offer suggestions for improving promotion and reward system in steel plant.

### **Scope of the Study**

The purpose of this study is to confine the promotion and reward policies and practices of "Salem Steel Plant"

### **Research Problem**

This study is very useful and helpful to know the problem faced by the employees and also know the employees requirements. So the needs of the employees are carefully studied by conducting survey on human resources management

### **Geographical Area**

The study was carried out with employees in Salem Steel Plant (SSP) Salem District.

### **Research Design**

By adopting the method of random sampling, **100** respondents were selected for the study and the information's were collected from them. In this study the questionnaire consisting mostly close ended questions with "likerts"5 point scale technique.

### **Sampling Unit**

The sampling unit for the study consists of both working group and administrative group employees in Salem Steel Plant. (SSP) Salem District, Tamil Nadu.

### **Sample Size**

The study was adopted with a sample size of 100 respondents in Salem Steel Plant. Salem District.

### **Limitations of the Study**

- The sample size restricted to 100 respondents.
- Employees were hesitating to reveal negative facts.
- The study has been conducted in a short span of time.

### **Data Analysis and Interpretation**

The data collected were systematically processed, tabulated and made suitable for analysis and interpretations. It was a study on human resources management in steel authority of India Ltd., with special reference to Salem Steel Plant through data collected by field survey method through questionnaire.

### **Influencing Factor Consider for Promotion**

Table No.1.1 describes the ranking of respondents' factors for promotion. The factors are Quality of work, Quantity of work, Dependability, Attitude and Adjustability.

It is clear from the table 1.1 that the percentage of respondents given the first rank for the factor of job performance is 65 %. 22.6 percent given first rank for quality of output 15.2 percent given first rank for ability to supervise, 14.8 percent given first rank for ability to analyse.

The asymptotic significance is the approximate probability of obtaining a chi-square statistic as extreme as with five degrees of freedom in repeated samples if the rankings of each factor are not truly different. Because a chi-square of 21.67 with 9 degrees of freedom is unlikely to have arisen by chance, therefore we conclude that the 100 respondent's do not have equal preference for all factors.

It could be noted from the above table that among the respondent's is nine Sources of information "Quality of output" was ranked first. It is followed by the below sources ranked second and third.

**Table 1.1 Influencing Level of Frequency of Employee's Appraisal**

<b>Particulars</b>	<b>Mean Rank</b>	<b>RANK</b>
Job performance	3.07	IX
Attendance & punctuality	3.24	VIII
Discipline	3.76	VII
Job knowledge	4.05	VI
Co-operation	4.88	V
Skill and dependability	5.63	IV
<b>Ability to supervise</b>	<b>6.19</b>	<b>III</b>
<b>Ability to analyse</b>	<b>6.90</b>	<b>II</b>
<b>Quality of output</b>	<b>7.28</b>	<b>I</b>

\*\* Highly significant

### **Distribution Showing Basis of Rewarding**

The following table describes basis of rewarding and its classification as performance of employees, valuable suggestions and to motivate the employees. The basis of rewarding among the respondents is shown in Table 1.2

**Table No.1.2 Basis of Rewarding**

<b>Basis Of Rewarding</b>	<b>Frequency</b>	<b>Percent</b>
Performance of employees	75	75
Valuable suggestions	12	12
To motivate the employees	13	13
Total	100	100

It is clear from the table 1.2 that for 75 percent basis for rewarding is based on valuable suggestions, 12 percent by performance of employees and 13 percent for motivating the employees.



### Association between the Opinion about Basis of reward system and the demographic variables

The association between the opinion about the Basis of reward system and the personal profile factors of namely Gender, Age, Marital Status, Educational qualification, Total emolument, Working experience, Type of residential quarters and Position was analyzed in this section. The chi square test is used at 5% level of significance.

**H<sub>0</sub>**: There will be no significant association between opinions about Basis of reward system with the selected demographic variables

With a view to find the degree of association between the Opinion about Basis of reward system and their personal profile factors, a two-way table was prepared and the results are shown in the following table 1.2.1.

### Opinion about Basis of reward system

In order to find the association between the Opinion about Basis of reward system and their personal profile factors a Chi-square test was used and result of the test is exposed in the subsequent table 1.2.1

**Table 1.2.1 Chi-Square Tests**  
**Opinion about Basis of reward system**

Demographic variables	Chi-square value	df	p
Gender	4.974	2	.083
Age	15.873	4	.003**
Marital Status	10.562	2	.005**
Educational qualification	8.913	8	.350
Total Emolument	6.207	6	.400
Working Experience	13.569	8	.094
Type of Residential quarters	12.953	8	.113
Position	11.220	6	.082

The table 1.2 a shows that there was no significant association found between the opinion about Basis of reward system score with the demographic variable of Gender, Educational qualification, Total emolument, working experience, Type of residential quarters and Position.

Hence the difference observed in the Opinion about Basis of reward system score were by chance and not true difference thus the stated research hypothesis is accepted in case of Gender, Educational qualification, Total emolument, Working experience, Type of residential quarters and Position.

However, the highly significant association was found between the opinion about Basis of reward system and the demographic variable of Age, Marital Status. Hence the difference observed in the level was not by chance and true difference thus the stated research hypothesis is rejected in case of Age, Marital Status.

### **Findings**

- Maximum 76.8% of the respondents are satisfied and minimum 5.2% of the respondents are dissatisfied with the promotion. Maximum 45.2% of the respondents are said basis of promotion are given through seniority.
- Maximum 55.8% of the respondents are said basis of rewarding are given through valuable suggestions. Maximum 70.2 % of the respondents are satisfied with the policies and practices of the Salem steel plant. Minimum 4% of the respondents are dissatisfied with the policies and practices of the organization

### **Influencing Factors Towards the Attitude**

- It could be noted from the above table that among the respondent's is nine Sources of information "Quality of output" was ranked first.

### **Association Between Policies and Personal Factors**

- There is highly significant association was found between the opinion about Basis of promotion and the demographic variable of Age, Working experience and Type of residential quarters
- There is highly significant association was found between the opinion about Basis of reward system and the demographic variable of Age, Marital Status.

### **Suggestions**

- Provide awareness to the Salem steel plant employees about their performance appraisal. The employees do not know which rating scale system adopted for calculating their performance.

- The organization should conduct many awareness programmes related to human resources policies and practices, it will improve the knowledge of employees about human resource policies and practices.
- More than 40% of the respondents are said that their grievance committee gives late response to the employees, so SSP came forward to settle their issues without any reservation in mind.
- Safety equipments provided by Salem steel plant is good. But they want to give the equipments as per cadre wise. It is therefore suggested to provide coat, glouse, bottom steel rod shoes to hot rolling mill and cold rolling mill employees. It will reduce the more unwanted accidents.

## Conclusion

The result from the study conclusively indicate that when recruitment, selection, training and development, pay, employee relationship, job satisfaction & Promotion and reward policies and practices, it will have strong positive relationship to the Salem steel plant organization. Majority of the employees are being closely associated with every efforts of the organization Finally conclude that the organization continues the parallel stream of human resources management in future it may be achieved many magnificent things.

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# A Systematic Study on the Impact of Sentiment Analysis and Emotion Recognition on Ad Effectiveness – A Literature Review Study on Emotion AI in Marketing

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## Abstract

*Emotion AI technology, including sentiment analysis and emotion recognition, is reshaping the practices of marketers in appealing to their target audience. With the help of NLP, computer vision, and Machine Learning models, Emotion AI solutions provide brands with tools to measure consumers' emotions accurately. This paper looks at how's Emotion AI can be used to optimize the performance of ads by creating emotion-based campaigns, tracking emotional sentiments in real time, and producing tailored content. It outlines important use cases such as targeting ads based on emotional responses, evaluating ad effectiveness, and emotion sensors in ads. Also, the research presents issues such as protecting personal user data, AI model prejudice, and ethical challenges. The implications highlight the opportunities that Emotion AI offers to transform marketing practices, develop valuable customer relationships and achieve strong positive business performance.*

*Keywords: Emotion AI, Sentiment Analysis, Marketing, AD Campaigns, Tailored Content*

## Introduction

"Emotional AI" refers to the branch of artificial intelligence that focuses on how a machine understands and perceives human feelings through different formats like text, facial expressions, voice, and physiological states. Thus, it has given rise to a new technology that bridges the gap between brands and consumers. Marketers then come to know in-depth emotional codes that help decipher subconscious motivation driving consumer behavior, facilitating them in their effective and impressive targeted ad campaigns. Emotion analysis, which is a subpart of Emotion AI, focuses on extracting emotional tone from textual data, while it broadly enhances the scope of collecting emotional

information perceptible through visual inputs or auditory ones to discover newer dimensions in the ears of the consumer.

The impact of sentiment analysis in advertising would be the use of a way of monitoring the action of the market through the perception of the external audiences with the data available to marketers from social-media-generated online comments, customers' reviews of products, or even customer services that allows for gathering understanding about customers' sentiments as negative, positive, or neutral and may help in formulating messages that could have an impact on people's lives. For example, when someone understands that a consumer is frustrated because of a feature in the product, it would help them to come up with empathetic ad campaigns that will immediately reach consumers and build more trust among them.

Emotion recognition technology goes much further by receiving input from non-verbal signals like facial expressions or tone of voice. It is then seen that advanced AI models gather inputs, like happy, sad, angry, or surprised before brand messaging can dynamically adapt to consumer feelings. This proves useful for live or real-time events, with the ability to track changes in audience sentiment able to make sudden and dramatic changes to advertising strategy: maximally high levels of both engagement and effectiveness.

In fact, with Emotion AI, marketing has now bloomed into dramatic storytelling: potent with the power of brand identity and entwined with consumers. Ads that pull high emotional scores will be recalled and shared more, making their weight heavier. Thus, emotion tells a tale of sorts with respect to which ones fall for a target segment, which indeed gives a basis to narrate events in that emotional infusion, thereby garnering greater engagement and return on investment.

The integration of machine learning and data analytics is the keystone of this transformation, allowing marketers to gauge their campaigns' performance more finely than ever before. This data-driven model not only maximizes any campaign but also shapes directions for the future. An infinite loop for improvement in ad efficacy becomes possible.

The essence of the incorporation of sentiment analysis and emotional recognition into marketing strategies indicates the progressing stage on which Emotion AI is developing. It is not sufficient to enable marketers to identify and link consumer emotions; it raises the standard for a truly

personalized and effective advertising experience, thus leaving privacy and ethics issues that need to be dealt with before such technology can be made safe for mass adoption.

### **Application of Emotional AI**

Emotion AI is being used in advertising as a revolutionary turn in the way marketers engage with their audiences through what they know about consumers' emotions. These applications move beyond traditional analytics and allow brands to create very personalized, engaging, and effective campaigns.

### **Personalized Ad Targeting**

Personalized emotional advertising will include analyzing consumer sentiments and emotions articulated in forms of text, images, or sound. It would help a brand understand how a specific person would feel in relation to a campaign and, more important, what kind of resonance it might have with one's different moods or opinions.

### **Emotion Tracking in Real-Time**

The emotion-based artificial intelligences are delivering live analysis of audience reactions to ads, allowing brands change content in real-time to maximize their efficiencies. It suits best to real-time consumer feedback applications like interactive ads and marketing events.

### **Improving the Emotional Impact**

Making advertisements have a very important emotional impact is one way of attracting consumers and gaining their loyalty. Emotion AI is another tool for marketers to identify and perfect all the emotional stimuli they create for the consumer.

### **Evaluating the Effectiveness of Advertisements**

Emotion AI tools thus provide the insight into what emotional effects advertising campaigns may have, making it possible for brands to measure campaign efficiency in a very precise manner. This also leads to tracking consumer behavioral responses informing marketers what works with audiences and improving future campaigns.



## Review of Literature

**Rakibul Hasan Chowdhury (2024)** this paper highlights the importance of sentiment analysis and social media analytics in brand management. It explains that sentiment analysis, using natural language processing (NLP) and machine learning, helps brands understand consumer emotions and adapt marketing strategies in real-time, improving brand perception. Social media analytics provides insights into consumer interactions, revealing trends that enhance brand visibility and engagement. However, challenges like data accuracy and privacy concerns exist. Key findings show that sentiment analysis positively impacts brand strategy, while social media analytics is crucial for engagement. Recommendations for brand managers include utilizing sentiment insights, adopting advanced analytics tools, and addressing privacy issues.

**Shakeel Basheer et al (2024)** this study explores the challenges of measuring influencer marketing success, focusing on the lack of understanding of key metrics. It aims to define influence, categorize influencers, and establish metrics for evaluating impact, audience size, response rates, and ROI. The paper offers practical advice on data collection, analysis tools, and campaign goal design, while highlighting the importance of sentiment analysis in understanding audience perceptions of brands and products. It includes a literature review and case studies of successful campaigns, providing valuable insights for marketers.

**Yuanyuan Xu (2024)** explores the application of emotion recognition technology in improving user experiences. The authors examine how real-time emotion recognition can be integrated into various systems to provide more personalized and responsive interactions. By detecting users' emotional states, the technology allows for dynamic adjustments to content and interface elements, enhancing engagement and satisfaction. The paper highlights the potential benefits across multiple domains, such as marketing, entertainment, and customer service, and discusses the challenges related to privacy, accuracy, and ethical considerations in using emotion data.

**Yinuo Fan (2023)** examines the influence of advertisements on consumer decision-making. It analyzes how various advertising strategies, including emotional appeals, branding, and product presentation, impact consumer choices. The study discusses the psychological mechanisms behind consumer behavior, exploring how ads shape perceptions, create desires, and drive purchasing decisions. Additionally, the paper highlights the effectiveness of targeted advertising and the role of

consumer trust in advertising messages. It also addresses the ethical considerations and potential negative effects of misleading or overly persuasive advertising on consumer autonomy.

**T.R. Zelenina (2020)** explores the role of consumer psychology in shaping marketing strategies. It delves into how understanding consumer behavior, motivations, emotions, and cognitive processes can help marketers tailor their approaches to better meet the needs and desires of their target audience. The study emphasizes the importance of psychological insights in designing effective marketing campaigns, improving product positioning, and fostering stronger customer loyalty. It also discusses the application of psychological theories and models in analyzing consumer responses to advertisements, branding, and other marketing stimuli.

### Objective of the Study

To explore how Emotion AI enhances ad effectiveness and shapes marketing strategies by integrating sentiment analysis and emotion recognition.

### Results and Discussion

The integration of Emotion AI into marketing strategies has yielded significant insights and transformative results. This section discusses the key findings, implications, and challenges uncovered through the study. It explores how Emotion AI enhances ad personalization, boosts engagement, and improves campaign performance, while also addressing the ethical and practical hurdles that accompany its adoption. The key findings are as follows:

- **Advanced Personalization in Advertising:** Today's emotion AIs make game-changing personalized advertising. By emotion analysis and recognition, one can penetrate even the most personalized ads that would fit every solitary individual's taste. Just another example here between Netflix and Spotify, which have shown how the power of content can use emotional data, to improve engagement.
- **Emotional Insights in Real-Time:** the best of all features of Emotion AIs lies in their capacity to analyze real-time emotional reactions, which would lead marketers to modify their campaigns on the fly to bring about a better interactive experience for consumers.
- **Better ROI and Engagement Rates:** According to the strategic implementation of Emotion AI by brands, improved return on investment is now being enjoyed owing to the tight concentration of ads in terms of emotional relevance.

- **Better Measurement of Ad Effectiveness:** Emotion AI tools allow brands to gain detailed insight into how marketing efforts are performing. Measuring emotional responses will give marketers data that they can use to sharpen future campaigns and maximize their advertising budgets.

The marketing with Emotion AI has shifted to more consumer-centric strategies, that is empathy-relevant approaches. Through the application of emotional data, brands can create messages that touch consumers on deeper needs and desires, thus forming deeper connection to brands. In addition, real-time adapting content provides opportunities for activation that results in more dynamic and effective advertising.

Adoption of Emotion Ai does have several beneficial consequences but a few very significant ethical and practical concerns come to the table. Privacy and consent come to mind as one of the most critical issues to be tackled since the gathering of emotional data will require heavy-duty policies that ensure transparency and consumer consent. Bias is one of the algorithmic challenges that Emotion AI poses; indeed Emotion AI systems will have to be engineered against biases to provide fair and accurate interpretations of the display of emotions across diverse demographics. Yet another area of concern would be even an overdependence on AI, i.e. a situation where brands depend too much on automated systems, losing the human intuition that maintaining personal, authentic connections with consumers requires. There will need to be some balancing of these concerns to ensure the responsible and effective use of Emotion AI in marketing.

Future trends highlight the significant opportunities for innovations. One of the most interesting possibilities is in this kind of emotion-driven virtual reality or augmented reality advertising: combining emotion AI with this kind of technology would serve in creating the kind of really immersive, emotion-based brand experiences for consumers that would make a deep impact on their conscience. Furthermore, Emotion AI systems will also include building worldwide and cross-culture models, so brands can better understand and adapt to much diversified audiences while improving global marketing. Finally, emotion AI applied to the common ground of emotion-aware customer service such as chatbots and virtual assistants would also make it a better customer experience in terms of empathy and responsiveness, thus reinforcing the bond between the customers and brands.

## Conclusion

Emotion AI improves effectiveness by using emotions that are understood and reacted to in real time with consumers. These indeed enabled brands to come up with personalized, relevant, and exciting campaigns that hit every individual consumer more closely for great engagement and uplift conversion rates. However, privacy, for one, and algorithm bias must be addressed to ensure the effectiveness and ethics of this technology. Despite these hurdles, it points to a potential drive that emotion AI can bring to life in advertising more real and emotionally connected experiences with consumers. Now, brands should strike a balance between innovation and responsibility and take maximum advantage of what Emotion AI can give in shaping the future of marketing.

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# HR Analytics: Game Changer for Resilience Human Resource Management and Organizational Effectiveness

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## Abstract

*The changing scenario world has transformed the strategic framework and operations of the organization. The recent advancements in the enterprise and the globalized work conditions have been contributing to the ambiguity surrounding Human Resource roles and responsibilities. Expecting the changes, HR must progress by adjusting digital advancements and strategizing its actions accordingly. HR Analytics aids in assessing the effectiveness of various functions and provides insights into employee empowerment and efficiency. This has contributed to enhance decision making and establishing a competitive edge for the organization. HR Analytics has become a vital tool that aids in recognizing elements that significantly impact employee behavior, fostering an understanding that contributes to a sustained and high productive environment. Recognizing the significance of Human Resource Management in enhancing organizational effectiveness and resilience through HR Analytics, it is essential to comprehend the degree to which HR Analytics should be applied and its potential impact on achieving organizational success. The purpose of the research paper is to investigate and comprehend the significance of HR Analytics and its use across various HRM functions.*

*Keywords: HR Analytics, Employee engagement, Organizational Effectiveness, Employee absenteeism, Performance management*

## Introduction

Human resource management emphasizes the optimal utilization of individuals to reach both organizational and personal objectives. It primarily concentrates on recruitment, management, and exit related tasks within the organization. To maintain employee energy and enhance productivity, HR assesses employee performance and creates new training initiatives for them. HR emerged as a distinct field in the early 20th century, influenced by Frederick Winslow Taylor (1856–1915). John



R. Commons, an American institutional economist, was the first to use the term "human resource" in his book "The Distribution of Wealth," which was published in 1893. Nonetheless, it wasn't until the 20th century that HR departments were officially established to oversee the interactions between employers and employees. Performance Management plays a crucial role in Human Resources, serving as an ongoing communication process between managers and employees to meet organizational objectives and enhance the skills of staff members. This whole communication process encompasses setting clear expectations, establishing objectives, offering ongoing feedback, and reviewing outcomes. Performance Management creates a communication framework between a manager and an employee that develops over the year with the aim of achieving both organizational and personal goals. To comprehend employee managers, analyze all the gathered data and tackle the performance gaps highlighted by the provided information. Different tools are employed to collect such data, such as HR Analytics. HR Analytics involves the gathering and use of talent data to enhance key talent. It is primarily utilized for making decisions based on the data at hand, in order to forecast employee turnover, recognize top performers, or anticipate skills that require enhancement. HR Analytics, also referred to as people analytics, allows your organization to assess the effect of HR metrics on overall business performance and make informed decisions using the data.

There are four types of HR Analytics:

- Descriptive Analytics
- Diagnostic Analytics
- Predictive Analytics
- Prescriptive Analytics

### **Descriptive Analytics**

Gathering raw data is typically impractical and frequently unhelpful, yet when it is structured and organized methodically, it can turn into a valuable asset. Descriptive analysis, often known as observation and reporting, represents the most straightforward type of analysis and is frequently employed. It mainly collects all the existing historical information and simplifies it into a comprehensible format. A count of staff within the organization or a particular department would be categorized as Descriptive Analytics. Turnover rates, being more intricate metrics, also fall within the realm of descriptive analytics. They examine past information to illuminate occurrences.

## **Diagnostic Analytics**

If descriptive analytics shows what happened, then diagnostic analytics clarifies why it happened. We look beyond what is happening to explore the reasons behind it. In this stage, you examine to recognize the descriptive analysis and subsequently move on to the diagnostic analysis. Diagnostic analytics utilizes various techniques, such as data drilling and data mining. To investigate the root causes of problems and find solutions, businesses need to understand the factors that lead to these issues.

## **Predictive Analytics**

Descriptive analytics relies on past data or examines history, while predictive analytics looks forward to the future. Different statistical models and projections are employed in this form of analytics to predict possible results. The goal of this analysis is to determine the needs of the organization. Models are developed based on the patterns recognized in descriptive analytics. It may help predict how long an employee will stay with the company or support the talent acquisition team in evaluating if the employee fits the organization's culture.

## **Prescriptive Analytics**

After forecasting the future, the next inquiry is what steps can be taken about the situation. Prescriptive analytics provides recommendations for actions to implement based on predictions and the available historical information. This examination is especially helpful for businesses facing seasonal demand. For example, a shop owner wants to know how many workers to employ during the festive period. Prescriptive analytics can help determine the optimal approach to hiring a new employee based on the required skills and expertise across the employee life cycle. In this part, you compile all the data from the specified levels and suggest the required actions. The information itself reveals the upcoming actions. Different professional HR analysis tools are utilized in contemporary organizations, including Visier, Tableau, QLIK, SPSS, and Microsoft Excel.

## **Benefits of HR Analytics**

HR analytics, utilizing predictive analytics, reveals flawed practices that significantly contribute to attrition, aiding in the retention of high-performing employees.

It assists in showcasing results and the methods used to achieve them. HR analytics plays a crucial role in human resource planning.

It aids in forecasting employee requirements and skill sets necessary for reaching organizational goals.

It facilitates sourcing the most suitable talent for specific roles without bias. This process enhances performance outcomes by enabling quality decisions, particularly in talent acquisition.

Furthermore, it highlights key performance aspects that could greatly affect overall organizational performance.

HR analytics tools frequently incorporate data visualization and automation to help identify weaknesses automatically and develop programs for the skills needed within the team.

## **Literature Review**

R. Anita. Dr. N. Sumathi (2019), in their research paper titled “A study on measuring the factors of HR analytics on performance management in selected service sector companies in Chennai,” discovered the impact of performance management systems on employee performance. And in what ways could the various phases of the performance management system alter employee performance accordingly? The primary goal is to examine the performance management system and employee performance, as well as their interrelationship. The second aim is to examine performance management systems and their relationship with employee performance using the WERS 2004 dataset. The final goal is to determine the nature of the connection between performance management systems and employee performance and to create a series of recommendations.

Udhay Kailash and M Prathyusha (2020), in their research article titled “HR Analytics: Systematic Evaluation of HR Procedures,” discovered that HR Analytics holds significant importance as it evaluates employee contributions to the organization, forecasts workforce needs, and aligns workforce usage with strategic objectives to enhance business performance. In his situation, the HR Analytics model is broadly recognized in the Pharmaceutical sector and can be duplicated in other companies within the same field too.

In their research paper titled “The impact of performance management system on employees' performance,” Muhammad Said, Dr. Imran Khan, and Dr. Filza Hameed (2021) discovered that organizations need to modify their performance management system practices to ensure they are

more ongoing. It is recommended that management analyze and address the issues faced by employees, recognize them, and assist employees in facing these challenges as a cohesive unit. Organizations ought to implement recognition strategies that will enhance employees' motivation and encouragement by providing them with a sense of appreciation. Consequently, when employees feel their efforts are valued and acknowledged, they strive to meet the set objectives. The organizations ought to engage employees in setting goals and recognize them for their efforts in achieving those goals.

### **Objectives of the study**

- To grasp how HR Analytics aids in resilience and organizational effectiveness
- To comprehend and predict talent management practices.

### **Applications of HR Analytics**

#### **Forecasting Talent Management**

HR analytics provides foresight into employee turnover, productivity, and engagement, allowing organizations to proactively tackle potential challenges.

Google employs people analytics to forecast employee performance and enhance hiring choices, preserving a competitive advantage.

#### **Workforce Engagement and Retention**

Analytics tools assess engagement levels and link them to performance metrics of the organization. This guarantees that employee happiness and contentment align with business goals.

Sales force utilizes data-informed engagement tactics, employing analytics to pinpoint elements that enhance retention rates.

#### **Variety and Inclusion**

Analytics is employed to monitor diversity metrics, recognize biases, and apply inclusive hiring techniques.

IBM utilizes AI-powered HR analytics to boost diversity efforts and enhance inclusivity in the workplace.

## **Leadership Growth**

Organizations utilize analytics to pinpoint high-potential workers and create customized leadership initiatives.

GE (General Electric) employs talent analytics to monitor the preparedness of its leadership pipeline and guarantee that leaders can excel in a VUCA environment.

## **Efficiency Enhancement**

Through the assessment of performance data, organizations recognize patterns and employ strategies to enhance productivity and team effectiveness.

Microsoft employs sophisticated analytics to analyze how workplace behaviors influence team efficiency and performance.

## **Crisis Handling**

HR analytics aids companies in handling crises by tracking employee feelings and maintaining business operations.

Throughout the COVID-19 pandemic, firms such as Deloitte utilized HR analytics to facilitate remote work shifts and sustain employee involvement.

## **Consequences of HR Analytics in a VUCA Environment**

- Coca-Cola: Employs predictive analytics to guarantee effective workforce allocation and alignment with market needs.
- Accenture: Merges analytics and AI to improve recruitment procedures, guaranteeing the choice of flexible candidates for unstable settings.
- Amazon: Utilizes HR analytics for workforce planning and operational effectiveness, particularly during high-demand times.

## **Findings**

HR analytics provides foresight into employee turnover, productivity, and engagement, allowing organizations to proactively tackle potential problems.

Walmart employed analytical tools; however, as aspirations and goals evolved, these tools became incompatible with the company. Consequently, they switched their analytical instruments to another one. This tool provided convenient access for business users, allowing employees to log into their own reports, thereby saving managers' time on reporting tasks.

Analytics is utilized to monitor diversity metrics, detect biases, and apply inclusive hiring methods.

HR analytics aids organizations in crisis management by tracking employee sentiment and maintaining business continuity.

Analytics tools assess engagement levels and link them to organizational performance indicators. This guarantees that employee satisfaction and well-being are in harmony with business goals.

## **Conclusion**

The organization must tackle inquiries such as “Why should employees remain with our company?” HR analytics enables the assessment of employee needs or deficiencies, allowing the development of a system or program aimed at enhancing performance and retention rates. Firms such as Google utilize HR Analytics to gather employee performance information to identify the best training programs for both high and low achievers. Many organizations overlook HR analytics and other related, unrecognized organizational techniques associated with it. The research examines the potential of HR practices to convert conventional roles into transformational ones within organizations. The research aims to investigate and comprehend the function of analytics in today's world. The rise in performance expectations has shifted attention to HR Analytics in order to foster a fresh, innovative, and competitive workplace. To fulfil their role efficiently, HR managers and leaders require significant backing from their organizational leaders. Initially, they must be capable of delving deeply into the issue. These issues can arise from different factors, and specialists in fields like management change, leadership growth, staffing and metrics, as well as HR Analytics, can assist in examining the circumstances and offering potential solutions. In a VUCA world, HR analytics empowers organizations to navigate uncertainty and complexity, fostering agility, innovation, and sustained performance. Companies that invest in robust HR analytics systems are better positioned to thrive amidst constant change.

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# CSR Initiatives of Tamil Nadu Companies A Comparative study of Health, Education and Environmental Sustainability Practices

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## Abstract

*A key component of modern business is corporate social responsibility, or CSR, especially for sustainable development. Given Tamil Nadu's robust industrial base and socioeconomic variety, corporate social responsibility (CSR) programs are essential for tackling developmental issues and encouraging ethical business practices. Evaluating their alignment with long-term objectives across sectors and their contribution to sustainable development. It assesses the effectiveness of corporate social responsibility (CSR) initiatives in vital domains like healthcare, education, and environmental sustainability practices, pointing out both achievements and shortcomings. Corporate Social Responsibility (CSR) refers to the duty of businesses to prioritize their social, ethical, and environmental performance in addition to their financial performance. CSR is thought to be important for the sustained growth of society, despite the fact that it is not centered on producing quick money. Additionally, CSR has gained increasing attention due to a variety of causes and factors. In order to compare the health, education, and environmental sustainability practices of government and private sector enterprises, the current study aims to investigate the CSR initiatives of Tamil Nadu companies.*

*Keywords: CSR, Sustainable development, CSR Funding Companies*

## Introduction

Corporate Social Responsibility (CSR) is commonly defined as the process by which a corporation balances social, environmental, and economic demands while meeting stakeholder expectations. CSR is frequently believed to involve private sector commitments and activities that go beyond this base of legal compliance, as businesses attempt to adhere to laws and regulations on social, environmental, and economic objectives set by the legislation and legal authorities. Giving back to society what one receives from it is the essence of corporate social responsibility.

At first, national corporations employed the concept of corporate social responsibility more as a tool for media coverage and marketing than for its moral principles. The public has recently been paying close attention to high-profile incidents of corporate ethics violations and significant environmental and health damage. It is evident which of the aforementioned examples is incorrect. Corporate Social Responsibility (CSR) is a new topic for the public and thousands of businesses, though, and it has to be given careful consideration in both policy and practice.

### Significance of the Study

The companies are making money by providing their services to people in the community. The oppressed people cannot be lifted up by the government alone. Corporate entities and non-governmental organizations must step up to combat various social ills and play a crucial role in the advancement of society through initiatives like high-quality education, expanded healthcare facilities, wholesome food, raising environmental awareness, providing drinking water, sponsoring sporting events, taking part in natural disaster management programs, promoting ethical values, enhancing Indian culture, etc. Corporate entities must step up and contribute to the advancement of society. The organizations will benefit from this contribution in terms of improving their market reputation and brand recognition. The society development should be treated as an integral part of the organization's strategy. CSR strategies promote the corporate sustainable development as well as society as at large. Therefore, community development is a responsibility of the government, non-governmental organizations.

### Literature Review

**V. R. Kadam (2021)** in his research article explains the importance of corporate social responsibility in present global era. It shows a picture about the CSR focus area in which the large-scale companies are carrying out their activities more positively for the needs and welfare of society.

**H.A Riyadh, M.A. Ai-shmam& J.I. Firdaus (2022)** Corporate Social Responsibility and GCG Disclosure on Firm value with profitability. The basic objective of their research study is to investigate the CSR and GCG's impact on value creation of the enterprise as well as impact of profitability position on strength & weakness of CSR practice and GCG. They observed that CSR practices and managerial ownership affected by the firm value.

**Nurhalisa & Hernawati E. (2023)** has evaluated the effect of ownership structure and board of management to disclose the CSR practices of business entity, they concluded that corporate ownership has negative effect on CSR disclosure and board of management has no relation towards CSR disclosure of a business unit. A corporate ownership, board gender diversity has no effect as regard to CSR disclosure.

### Statement of the Problem

Corporate Social Responsibility Prior to the new Companies Act, corporate sector practices were optional. As of FY 1st April 2014, CSR is now required for some organizations that meet the requirements of sub-section 1 of section 135 to adhere to the relevant corporate social responsibility laws. According to the aforementioned section, companies with a net worth of at least Rs. 500 crores or a net profit of at least Rs. 5 crores must allocate at least 2% of their average net profits from the three fiscal years prior to the current one to corporate social responsibility (CSR) expenditures under the various activities listed in Schedule VII of the Companies Act. The researcher wants to find out how well Tamilnadu public and private sector businesses are fulfilling their CSR commitments under schedule VII of the new Companies Act of 2013. In order to give his research a true structure, the researcher has developed the following questions.

- How much of Tamilnadu public and private sector businesses engage in CSR initiatives.
- To determine how CSR practices affect the company's profitability.

### Objectives of the Study

- To examine the CSR initiatives of Tamilnadu public and private sector businesses.
- To find out how much money certain companies spend on CSR.
- To compare the various CSR initiatives carried out by Tamilnadu corporate sectors.

### Research Methodology

This study is based on the secondary data. Sources of Secondary data were collected from publications, books, articles in journals, magazines, published and unpublished reports from the companies, annual reports, newspapers, and websites pertaining to corporate social responsibility in Tamilnadu.

## **Selection of Sample**

Researcher has adopted convenient sampling method for selecting corporate sectors who are involved in CSR obligations. There are fourteen companies were selected for the study i.e. seven each from the Public sector and the Private sector whose commercial operation in state of Tamilnadu.

## **Importance of CSR funding**

Businesses can donate a portion of their revenues to economic, social, and environmental problems through the notion of corporate social responsibility, or CSR funding. Writing a check is only one aspect of it; another is actively taking part in socially beneficial projects and efforts. In Tamil Nadu, corporate social responsibility (CSR) funding has become a crucial component of business as firms recognize their obligations to the environment and society.

Funding for CSR matters for a number of reasons. First of all, it assists businesses in establishing a favorable reputation and image in the eyes of their clients, staff, and the public at large. Second, it fosters loyalty and trust among interested parties. Thirdly, it advances the growth of the nation and the local community.

## **CSR funding companies in Tamil Nadu**

There are several CSR funding companies in Tamil Nadu that are making a difference in their respective fields. Some of the top CSR funding Private companies in Tamil Nadu are:

### **1. Ashok Leyland**

Ashok Leyland is a leading commercial vehicle manufacturer in India, and it is also one of the top CSR funding companies in Tamil Nadu. The company is committed to promoting education, healthcare, and environmental sustainability. They have implemented several initiatives such as setting up schools, providing healthcare facilities, and promoting eco-friendly practices.

### **2. TVS Motor Company**

TVS Motor Company is a leading two-wheeler manufacturer in India, and it is also one of the top CSR funding companies in Tamil Nadu. The company is committed to promoting education, healthcare, and environmental sustainability. They have implemented several initiatives such as setting up schools, providing healthcare facilities, and promoting eco-friendly practices.

### **3. Ramco Cements**

Ramco Cements is a leading cement manufacturer in India, and it is also one of the top CSR funding companies in Tamil Nadu. The company is committed to promoting education, healthcare, and environmental sustainability. They have implemented several initiatives such as setting up schools, providing healthcare facilities, and promoting eco-friendly practices.

### **4. Sun TV Limited**

Sun TV Network Limited aspires to operate in a transparent, ethical, and economically, socially, and environmentally sustainable manner by implementing suitable business practices and strategies for the advancement of society. To solve the poor's educational problems and generate jobs by means of educational assistance, occupational skill training facilities, etc. Offer financial support to children and young people from lower- and middle-income families through an educational scholarship program.

### **5. Orion Innovation**

OI Empower, Orion's flagship CSR initiative, aims to provide underprivileged communities with access to quality education and technological resources, fostering growth and development. This initiative will include a series of projects designed to enhance learning environments and equip students with the necessary skills to thrive in the digital age. Through OI Empower, Orion Innovation reaffirms its dedication to creating a lasting, positive impact on society.

### **6. Nissan India**

Nissan Motor India Private Limited (NMIPL/Company) is focused on it becoming one of the leading sustainable companies in the automotive industry. NMIPL is committed to good corporate citizenship. Guided by the global Nissan CSR framework, “Blue Citizenship”, NMIPL CSR focus in India will revolve around two key pillars – Safety and the Environment. NMIPL CSR initiatives strategically integrate a long-term national campaign on Safety to generate awareness with vehicle drivers and passengers about road safety and encourage them to follow safe practices.

### **7. Infosys Foundation**

The Foundation supports programs and organizations devoted to the cause of the destitute, the rural poor, the mentally challenged, and the economically disadvantaged sections of the society. Infosys' Education & Research group has the pride of anchoring the Infosys Extension Program

(IEP), which consists of the Infosys Fellowship Program, Rural Reach program, Catch Them Young and Train the Trainer. Additionally, we have applied to the relevant authorities for permission to donate computers to educational institutions on an ongoing basis in the future.

### Top 7 Private sector companies for CSR Initiatives

Name of the Company	CSR Initiatives (Crores)	Focus areas
Ashok Leyland	16.30	Road to School & Road to Livelihood, Health, Spring Shed Management, Sustainable Water Management Project (SWMP) – SUJAL
TVS Motor Company (Srinivasan Services Trust (SST))	30	Society building through development of women and children, conservation of water, providing holistic health and education infrastructure by renovating the government infrastructure and preserving the environment are its main focus areas. SST works towards economic development of the community by helping them to set up microenterprises and supporting them to improve agriculture and livestock income.
Ramco Cements	12.26.	Our organisation is committed to making continued investments in research and processes that contribute towards better and environment-friendly cement production practices. Under the purview of our sustainability initiatives, we also focus on engaging our customers, employees and supply chain intermediaries as our sustainability initiative partners. Promotion of Sanitation and Hygiene using SMART Toilets in Ariyalur District
Sun TV Limited	42.58	Preventive Health care. Construction of Toilets in Govt. Schools and Community Toilet blocks. Enhancing the Quality of Education through STEM & digital learning in Govt. Schools, Constructing Buildings and infrastructure upgrading at educational institutions and Development of Study Centres

Orion Innovation	22.3	Designed to face this real-world complexity and detect changes in the strategic environment to ensure strategic resilience. The strategy prioritises exploration over analysis, allowing for successful targeted and organic innovation.
Nissan India	17.6	Nissan aims to lead a social transformation aimed at bringing about a sustainable mobility society by reducing vehicles' environmental impact throughout their life cycle and expanding the lineup of effective green products and technologies.
Infosys Foundation	37.5	Infosys Foundation eVidyaloka Rural Digital and STEM Education Program in collaboration with eVidyaloka Trust, an NGO that enables quality education in rural India through digital classrooms and support of volunteer teachers.

### CSR Focus Areas of Private sector Companies

Firm	Ashok Leyland	TVS Motor	Ramco	Sun TV	Orion	Nissan	Infosys
Health	✓	✓	✓	✓			✓
Education	✓	✓	✓	✓		✓	✓
Environment	✓	✓	✓	✓	✓	✓	✓

Above table shows that there is a significant difference between the corporate social responsibility practices opted by the firms with respect to sectors undertaken for the study. The leading firm Orion, Nissan has much focuses on environment and has been lacking in health sector and Education.

### Top CSR funding Government companies in Tamil Nadu

#### Neyveli Lignite Corporation Ltd

Towards Social Sustainability, NLCIL work to maintain its position as a model CPSE with consistent CSR programmes that have kept the company in good standing in terms of economic

considerations, employee motivation, and reputation. As a model CPSE, with sustained CSR programmes that have kept the company in good stead in terms of economic considerations, employee motivation and reputation, NLCIL will strive to sustain the image as a responsible CPSE.

### **Bharat Heavy Electricals Ltd**

BHEL has provided financial support for the distribution of “You can be Happy” series books, followed by health & career counselling for KVS students in Delhi NCR through ISKCON. BHEL took part in enhancing cleanliness in both urban and rural areas.

### **Bharat Petroleum Corporation Ltd**

Bharat Petroleum Corporation Limited is a model entity with social responsibility as is deeply enshrined in our vision and value system. Being a leading organization, we recognize our responsibility towards the community and have been working conscientiously for the betterment of weaker sections of society for years. It is our constant endeavour to maximize the positive impacts of our activities and ensure that they reach to all our stakeholders.

### **The New India Assurance Company Ltd**

Eradicating hunger, poverty and malnutrition, promoting healthcare and sanitation and making available safe drinking water. Promoting education, including special education and employment enhancing vocation skills especially among children, woman, elderly and the differently abled and livelihood enhancement projects .Promoting gender equality, empowering women, setting up homes and hostels for women and orphans, setting up old age homes, day care centers, and such other facilities for senior citizens and measures for reducing inequalities faced by socially and economically backward groups.

### **Tamil Nadu Forest Plantation Corporation Limited**

TAFCORN was formed on 13th June 1974 with headquarters at Trichy, Tamilnadu, South India, with the objective of raising, maintaining and harvesting forest plantation on sustained yield basis on commercial scale to meet the demand of local industries and people.

TAFCORN plans to undertake initiatives for Environmental Sustainability and Biodiversity Conservation. To create value for the stakeholders and society that is fundamentally linked to TAFCORN’s core business and operations through its initiatives for their sustainable development.



### State Industries Promotion Corporation Ltd

About SIPCOT State Industries Promotion Corporation of Tamil Nadu Limited (SIPCOT) hereinafter referred to as “SIPCOT” was established in the year 1971 as a wholly owned Government of Tamil Nadu undertaking under Companies Act, 1956. SIPCOT is carrying out the functions of: 1. Developing, marketing and maintain Industrial Complexes/Parks, Growth Centres and Special Economic Zones; 2. Implementing Infrastructure Development Schemes for Industrial areas; 3. Implementation of Structured Package of Assistance to Industries.

### Rural Electrification Corporation Ltd

The Rural Electrification Corporation Ltd. (REC) is a leading infrastructure finance company has CSR initiatives are : To fund and support Corporate Social Responsibility projects with Sustainability as a guiding principle giving priority to issues of foremost concern as in the national development agenda like safe drinking water for all, provision of toilets, health, sanitation, education, etc., and to reach a wide spectrum of beneficiaries with a view to empower economically and socially backward communities, old age persons, Specially-abled, children, youth, etc., by contributing in rural development, environmental protection, conservation of water and natural resources, slum development, cleanliness and sanitation, creation of livelihood, eradication of hunger/ poverty, skill development, etc.

### Top 7 Government sector companies for CSR Initiatives

Name of the Company	CSR Initiatives (Crores)	Focus areas
Neyveli Lignite Corporation Ltd	33.5	Eradicating Hunger, poverty, and malnutrition, promoting healthcare including preventive healthcare and sanitation including contribution to the Swach Bharat Kosh set up by the Central Government for the promotion of sanitation, Making available safe drinking water.
Bharat Heavy Electricals Ltd	40.12	Main contribution areas by BHEL company in CSR were Villages, Free Medical camps/charitable dispensaries, Schools for the underprivileged and handicapped children, Ban on child labour, Disaster/natural calamity, Employment for handicapped, Widow resettlement, Employment for Ex-serviceman, Irrigation using treated.

Bharat Petroleum Corporation Ltd	43.56	Education, Environment Sustainability, Health and Sanitation, Skill Development, and Community Development. These five pillars of social advancement also represent key indicators of the Human Development Index.
The New India Assurance Company Ltd	45.3	Ethical labour practices, environmental initiatives, community engagement, responsible sourcing, and transparent governance.
Tamil Nadu Forest Plantation Corporation Limited	34.7	The State Forest Policy aims to protect natural forests and wildlife, conserve ecosystems and their genetic diversity, stabilize the environment, improve forest productivity, increase the amount of water derived from the forests, increase tree cover, and mitigate the effects of climate change.
State Industries Promotion Corporation Ltd	68.13	SIPCOT develops and maintains well-planned industrial parks, SEZs, and technology parks with essential infrastructure, reducing time and cost for businesses to set up operations.
Rural Electrification Corporation Ltd	30	REC Limited under its CSR Policy has provided the funds to support various foremost concerns of National Development by empowering economically and socially backward communities, differently abled youth etc. by contributing in education, creation of livelihood, eradication of poverty through skill development.

### CSR Focus Areas of Government Companies

Firm	NLCL	BHEL	BPCL	NIACL	TNFPCL	SIPCOT	REC
Health	✓	✓	✓	✓			✓
Education	✓	✓	✓			✓	✓
Environment	✓	✓	✓	✓	✓	✓	

Above table shows that there is a significant difference between the corporate social responsibility practices opted by the firms with respect to sectors undertaken for the study. The

leading firm TFPCL, SIPCOT has much focuses on environment and has been lacking in health sector. Another leading firm REC focused Education and health and less importance in environment.

### **Challenges in Implementing CSR in Tamil Nadu**

There are several obstacles to implementing strong Corporate Social Responsibility (CSR) practices in Tamil Nadu, which prevent efficient implementation and significant impact. The disregard for CSR's holistic perspective is one of the main problems. This limited viewpoint ignores the interrelated social, environmental, and economic problems that communities face and restricts the possibility of sustainable development. The lack of transparency in CSR programs is another major problem. The credibility of their efforts is weakened and mistrust is fostered among stakeholders as a result of many firms' inadequate disclosure of their CSR activities, money allocations, or impacts. Another difficulty is balancing the interests of shareholders with a company's development objectives. Businesses frequently put maximizing profits ahead of the well-being of the community, which causes a misalignment between their goals and the demands of society. Stakeholder participation, resource allocation, and legal compliance are the primary obstacles to establishing strong CSR practices in Tamil Nadu.

### **Conclusion**

The research on corporate social responsibility (CSR) activities in Tamilnadu's public and private sectors shows that every company tries to carry out its CSR initiatives in a manner that is roughly consistent with the Companies Act of 2013's recommendations and is documented in its annual reports. In addition to their long-term goals and efforts, the corporations also spend money on a piecemeal basis on specialized operations based on local necessities. Since many firms do not disclose sector-specific CSR contributions, it has become challenging to examine the specifics of the CSR activities they have conducted and the costs they have expended. Although the corporations engage in a variety of CSR activities, the focus of this article is mostly on programs related to health, education, and the environment. Government businesses have made significant contributions to CSR programs in the fields of health, education, and the environment when compared to the private sector.

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# A Study on Consumer's Buying Behaviour towards Organic Food Products in Madurai

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## Abstract

*Aggregate demand for organic food products are rising the fitness consociate among the people. The present progress led the experimenter to learn about the geste of buyer towards organic products and so forth in a more in-depth manner. The budding for organic food products, has a greater part for granges to develop the orthodox path of least operation of coprolites and factory pledge chemicals. The paper is examined to the buyer geste towards organic food products including the idea to pay for the point, preference for different types of food point, like, fruits, vegetables, cereals and so on. It is understood that the mindset of the consumer is near to organic food products.*

*Keywords: Consumer, Organic Food Products, Buying behaviour, Fitness, Chemical*

## Introduction

Demand for organic food products and the awareness level for organic food products are expanding rapidly in today's developing world. Consumers in developing country have turned out to be more healthiness and distinguishing products. Ordinarily the organic food products of our country are produced for exporting the products in the business line of the development of world. The enlargement about the production, advertisement, marketing and awareness level of the consumer will affect the impact regarding the value of the organic food supply. The behaviour of consumer towards the organic product is the serious viewpoints for the organic agriculture. The consciousness and understanding level of consumers about progressively produced foods are critical. Consumers are matchless in their requirements and hungers which are progressed. The organic substance may have extra health profits related to the non-organic changes. The vender achieves the customer ideas through product and direction of customer. It is central that the dealer identifies and provides product contributions, which will be more effectively and efficiently than different challengers. Consumer lead is a choice process and physical upgrading people partake in while charting, locking, using or

manufacturing of products and enterprises. Consumer synchronize simplifies the explanations and basis that trigger locating choices and application designs, it simplifies the dealings through which grips choose.

### Objective of the Study

- To study consumer's procurement behaviour to organic food products.
- To analyses the preference for regular useage of organic food products.

### Review of Literature

**Haomom Ramananda Singh (2002)** has analyzed the buyer buying behaviour towards durable and non-durable goods. Consumers are having a high awareness about organic products. The data for community cradles and personal sources are giving a huge impact on the organic products. The marketing factors has a big impact on consumers for the benefits and advertising of organic products. Consumers show multifarious procurement behaviour.

The utmost extensively expectable definitions of a extemporaneously produced food highlight the equipment or manufacture applies and ideologies or theoretically the 'natural philosophy' (e.g., **Bourn and Prescott, 2002; FAO, 1999; Klosky and Tourte, 1998; Goldman and Hylton, 1972**). Therefore, the definitions has a numbers,for example, 'biological' or 'common manufacture others underline the uncomfortable use of mock incredible creations in organic farm production (e.g., FAO, 1999), (e.g., Torjusen, Nyberg and Wandel, 1999).

Cottigham (2012), the more bulging records are normal for food purchasing in the supermarkets. Past two years, an ascent in direct vending of organic food products. It is higher than the run-of-the-mill expansion which has been slighter in the path. The dealers are still refund for each change of the organic food product sales and endure the essential source of organic food for regulars.

### Statement of the Problem

The organic food products are valuable in nutrients. The habitually settlement supporters then object by hates to foods, chemicals, or preservers frequently the indications discount or consent when they try just organic diet. Biological nutrition stands tremendously prevalent and everyone has their own needs or reason for remunerations. The comprehensive belief of public about the organic substance remains recovering than straight diet stays rather solid and is the prime reason for the extension of demand in the course of the 6-7 years. The editorial will simplify the organic food in the

manner by which it is valuable.

### Data Analysis

The study is limited to Madurai it is used with primary data and secondary data. The questionnaire is structured with collection of primary data from the 100 respondents. The secondary data is collected from records, magazines, bulletins, websites and other sources.

<b>Factors</b>	<b>Option</b>	<b>Respondents</b>	<b>Percentage</b>
Age	Below 20	11	11
	20 – 30	38	38
	30 – 40	31	31
	Above 40	20	20
	Total	100	100
Gender	Men	39	39
	Women	61	61
	Total	100	100
Married status	Married	69	69
	Unmarried	31	31
	Total	100	100
Occupation	Govt employee	21	21
	Private	22	22
	Professional	11	11
	Home maker	46	46
	Total	100	100
Monthly Income	Below 10,000	13	13
	10,000 – 20,000	22	22
	20,000 – 30,000	38	38
	Above 30,000	27	27
	Total	100	100
Media preference	Television	21	21
	Friends	42	42
	Neighbour	29	29
	Others	8	8
	Total	100	100

Mode of payment	Cash	79	79
	Credit	21	21
	Total	100	100
Preference towards organic food products	Fruits & vegetables	14	14
	Pulses & cereals	28	28
	Coffee & tea	6	6
	Grains	21	21
	Spices	14	14
	Cooking oil	17	17
	Total	100	100

**Interpretation:** The result is derived from 100 respondents; 38 respondent belongs to 20 – 30 age group. Most of the respondents are Women category is 61%. The marital status of the respondent is 69 they belong to married category. The job category 46% belongs to home maker category and 38 % of the respondent belong to the income level of 20k – 30k.

Majority of 42% prefer friends to get information about organic food products. 29% of the respondent got information from their neighbour, 21% of the respondent received information about organic food products from television and 8% from other source like internet, social media, newspapers, etc.

Majority 79% selected credit payment decision for the purchase of the organic food products.

Majority (28%) of the consumer prefer organic pulse and cereals. 21% of the consumer prefer grains. And remaining consumer prefer spices, cooking oil and coffee & tea with 14%, 17% & 6%.

### Hypothesis Testing

H01: There is no significance level between selected organic food products and gender.

H02: There is a significance level between selected organic food products and gender.

SL.NO.	ORGANIC FOOD PRODUCT	SIG. VALUE	DECISION
1.	Fruits & vegetables	0.096	<b>Null hypothesis accepted</b>
2.	Pulses & cereals	0.067	<b>Null hypothesis</b>



			<b>accepted</b>
3.	Coffee & tea	0.143	<b>Null hypothesis accepted</b>
4.	Grains	0.90	<b>Null hypothesis accepted</b>
5.	Spices	0.003	Null hypothesis rejected
6.	Cooking oil	0.008	Null hypothesis rejected

The Level of Significance is 0.05

**Interpretation:** The output of Chi-square test is tested with ranges of organic food result which shows that the fruits & vegetables, pulses & cereals, coffee & tea, and Grains are null hypothesis that have been accepted as significance level is greater than 0.05, with the partiality to buy organic food products. And rest of the certain factors have null hypothesis due to the significance level is less than 0.05.

### Findings

- ✓ Majority of the defendants 38% belongs to 20 – 30 age group.
- ✓ Most of the respondents are Women category that is 65%.
- ✓ The marital status of the respondent is 69% they belong to marital category.
- ✓ The job category 46% belongs to home maker category.
- ✓ 38 % of the respondent belong to the income level of 20k – 30k.
- ✓ Majority of 42% prefer friends to get information about organic food products. 29% of the respondent got information from their neighbour, 21% of the respondent received information about organic food products from television and 8% from other source like internet, social media, newspapers, etc.
- ✓ Majority 79% choose credit payment for the purchase of the organic food products.
- ✓ Majority (28%) of the consumer prefer organic pulse and cereals. 21% of the consumer prefer grains. And remaining consumer prefer spices, cooking oil and coffee & tea with 14%, 7% & 6%.
- ✓ The null hypothesis has been accepted four varieties of organic food products like fruits & vegetables, pulses & cereals, coffee & tea, and Grains.

## Conclusion

The article has been analyzed with the structured questionnaire directed to organic food buyer in Madurai. Generally, the idea about organic food product is, what the consumer think for buying the product. Most of the consumer preferred fruits & vegetables. Consumer trusts towards organic food products are fruitful and health conscious. The consumer has high level of impact towards the product for buying pattern of organic food products.

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# Overview of Pradhan Mantri Kaushal Vikas Yojana 4.0 – Empowering India’s Youth Through Skill Development

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## Abstract

*Pradhan Mantri Kaushal Vikas Yojana (PMKVY) is the flagship initiative of the Ministry of Skill Development and Entrepreneurship (MSDE), implemented by the National Skill Development Corporation (NSDC) and launched in 2015. This program aims to enhance the employability of Indian youth by providing them with training and certifications that are relevant to industry needs. It focuses on short-duration training courses, Recognition of Prior Learning (RPL), and specialized programs designed to address skill shortages across various sectors. The primary goals of PMKVY include improving job preparedness, promoting entrepreneurship, fostering social inclusion, developing a skilled workforce that meets both current and future market requirements, and encouraging self-reliance and entrepreneurial spirit, all while contributing to India's economic advancement. This paper discusses essential aspects of PMKVY and examines the financial and physical progress of the initiative.*

*Keywords: Government of India, PMKVY, Skills, Youth, Employment.*

## Introduction

The Pradhan Mantri Kaushal Vikas Yojana (PMKVY) was launched in 2015 by the Government of India under the Ministry of Skill Development and Entrepreneurship (MSDE) through the National Skill Development Corporation (NSDC) to address the growing need for a skilled workforce in the country with the rapid industrial growth and expansion of various sectors, there has been a significant demand for qualified professionals, making it imperative to bridge the skill gap. PMKVY aims to provide quality training and certification to youth, enhancing their employability and self-sufficiency. Through this initiative, individuals can acquire practical, hands-on skills with industry standards, improving their chances of securing better job opportunities. The scheme also includes the recognition of prior learning (RPL) for individuals already in the workforce, giving them formal certification of their skills. PMKVY is designed not only to enhance the employability of individuals but also to empower marginalized communities, with a strong focus

on inclusivity, self-employment, and entrepreneurship, ultimately contributing to India's economic development.

### Objectives of the Study

The objectives of the study:

1. To understand the phases of the PMKVY Scheme.
2. To analyze the financial and physical progress of the PMKVY Scheme.

### Methodology

The data used in this paper is secondary data taken from various secondary sources like research articles, government reports, official websites, reference books, handbooks, etc.

### Eligibility Criteria of PMKVY Courses

Individuals seeking to participate in the Pradhan Mantri Kaushal Vikas Yojana (PMKVY) must meet the following eligibility requirements:

- Applicants should be unemployed youth or have discontinued their education at school or college during their academic journey.
- They must be Indian citizens and provide valid identification, such as an Aadhaar card, bank account, or voter's ID.
- The age of the applicant should fall between 15 and 45 years.
- College students are not eligible for this program.

### Key Components

PMKVY has two components as per the following details-

- Centrally Sponsored Centrally Managed (CSCM) or 'Central Component' being implemented by the National Skill Development Corporation (NSDC)
- Centrally Sponsored State Managed (CSSM) or State Component being implemented by State Skill Development Missions of the States/ UTs

The first and fourth phases of the scheme (i.e., PMKVY 1.0 and PMKVY 4.0) have been implemented under the Central Component, while the other two phases (i.e., PMKVY 2.0 and PMKVY 3.0) were implemented under both the Components.

## Phases of PMKVY

### PMKVY 1.0 (2015-2016)

**Launch:** Pradhan Mantri Kaushal Vikas Yojana (PMKVY) 1.0 was officially launched on **July 15, 2015**, coinciding with the first-ever World Youth Skills Day.

**Aim:** The Pradhan Mantri Kaushal Vikas Yojana 1.0 (PMKVY) (2015-16) was designed as a skill certification and reward scheme to enable and mobilize Indian youth to take up skill training, making them employable for sustainable livelihoods.

**Reward:** Under the scheme, a monetary reward was provided to candidates who completed their training.

**Implementation:** The scheme was initially approved for the fiscal year 2015-16 only. It was implemented by the Ministry of Skill Development and Entrepreneurship (MSDE) through the National Skill Development Corporation (NSDC), Sector Skill Councils, and various Training Providers.

**Outcome:** Under PMKVY 1.0, a total of 19.86 lakh candidates were trained, and 14.51 lakh candidates successfully achieved certification.

### PMKVY 2.0 (2016-2020)

**Launch:** PMKVY 2.0 is a grant-based scheme launched on 2<sup>nd</sup> October 2016 to provide free skill development training and skill certification to enhance the employability of youth across India.

**Aim:** The scheme aims to provide fresh skill development training to school dropouts, college dropouts, and unemployed youth through short courses ranging from 200 to 500 hours.

**Approach:** The implementation of PMKVY 2.0 is a collaborative effort between the central government and state authorities.

**Centrally Sponsored Centrally Managed (CSCM) (Central Component):** This component is implemented centrally through the National Skill Development Corporation (NSDC). It constitutes the following:

**Short-Term Training (STT)** - The program provides skill-oriented training ranging from 200 to 500 hours, encompassing both core and soft skills, at PMKVY-affiliated and accredited training centers for school or college dropouts and unemployed individuals.

**Recognition of Prior Learning (RPL):** Recognition of Prior Learning is the recognition of existing skills after a 12 to 80-hour orientation cum bridging course by providing candidates with certificates.

**Special Projects (SP):** The Special Project is a component of PMKVY that offers short-term training to candidates in job roles approved by the National Skill Qualification Committee (NSQC). Special Projects differ from PMKVY's short-term training component in that they are project-based and have greater flexibility in meeting compliances, which might be challenging for training beneficiaries in remote places.

**Centrally Sponsored State Managed (CSSM) (State Component):** This component of PMKVY was introduced with the issuance of state engagement guidelines on November 9, 2016.

**Outcome:** Under PMKVY 2.0, a total of 110 lakh candidates were trained and 91.57 lakh candidates were certified

### **PMKVY 3.0 (2020-2022)**

**Launch:** The Ministry of Skill Development and Entrepreneurship (MSDE) launched the third phase of its flagship scheme, Pradhan Mantri Kaushal Vikas Yojana (PMKVY 3.0), in January 2021.

**Aim:** PMKVY 3.0 aims to foster and advance skill development throughout the nation by addressing the needs of industries, fulfilling market demands, and equipping individuals with skills in both traditional services and emerging job roles that have become crucial in the post-pandemic landscape.

**Target:** PMKVY 3.0 aims to benefit over 8 lakh candidates with a budget of 948.90 crores while targeting the youth in the age group of 15-45 years.

**Features:** The scheme is aligned with Common Cost Norms and the National Skill Qualification Framework (NSQF). NSDC shall provide IT and technical support regarding convergence with Skill India Portal (SIP) and others for the implementation of the scheme.

**Outcome:** Under PMKVY 3.0, a total of 7.37 lakh candidates have been trained of which certification was achieved for 5.08 lakh candidates.

### PMKVY 4.0 (2022-2026)

PMKVY 4.0, i.e., the latest version of the scheme, was announced in the last Union Budget to skill lakh of youth and provides training in courses on Industry 4.0, AI, robotics, mechatronics, IoT, and drones. This new phase also has continued the process of the earlier phase and aims to provide training at Skill India Training Centers. Upon successfully completing the training, participants will receive a certificate along with a cash incentive of Rs.8,000. Further, details of the trained candidates are available on Skill India Digital Hub (SIDH) for connecting with potential employers. The job Exchange Option as available on SIDH helps in enabling candidates to search for available jobs and apply accordingly.

### Redesigned and Features of the PMKVY 4.0

- i. Tailored courses designed for high employability, with duration of up to 210 hours.
- ii. Short-Term Training (STT) is to be permitted by Skill Hubs (Colleges, Schools, and Government Institutions), PMKKs, and selected Training Centres (TCs) including ITIs.
- iii. Skill courses will be selected as per Industry demand, largely mapped in the district Skill Development Plan.
- iv. Special Projects for identified areas and groups in agriculture, handicraft, and high-end courses.
- v. Skill India Digital Hub (SIDH) to be a single point of enrolment and provide a platform for the candidate training life cycle.

### Monitoring Tools Utilized

**Candidate Verification:** Automated or manual calls are made to the specified mobile number to verify enrollment in the program. Call validation assists in investigating issues received through various routes, such as public grievances and stakeholder complaints.

**Surprise Center Visits:** Real-time surprise visits are made by NSDC/SSC staff members to check the array of scheme compliance parameters. To streamline the process and reduce the turnaround time, a monitoring application is used for surprise visits. It provides the features to capture the



images of the center along with their geo-tagging, thus increasing the efficiency of the whole process.

**Virtual Verification:** Virtual Verification is a technology-based monitoring system that enables the virtual oversight and verification of PMKVY compliance at the level of training centers.

**Daily candidate attendance monitoring using the Aadhaar-enabled biometric attendance system (AEBAS):** The training facilities have been instructed to install an AEBAS machine to keep track of candidates during the training period. To maintain compliance, training center payments are connected to attendance.

#### Financial Progress Summary Under PMKVY - (Rs. in Crore)

Scheme	Central Component (CSCM)		State Component (CSSM)		Total (CSCM + CSSM)	
	Funds Released	Funds Utilized	Funds Released	Funds Utilized	Funds Released	Funds Utilized
PMKVY 1.0	1,335.00	1,174.48	-	-	1,335.00	1,174.48
PMKVY 2.0	6,611.02	6,605.70	1,257.91	947.99	7,868.93	7,533.69
PMKVY 3.0	644.87	428.29	122.96	68.90	767.83	497.19
PMKVY 4.0	598.42	597.87	-	-	598.42	597.87
Total	9,189.31	8,806.34	1,380.87	1,016.89	10,570.18	9,803.23

\* Annual Report of PMKVY

MSDE has disbursed a total fund of Rs. 10,570.18 crore for implementation of PMKVY across the country out of which Rs. 9,803.23 crore has been utilized till 31.03.2024.

#### Physical Progress Summary Under PMKVY

Scheme	Component	Trained				Total Certified	Total Reported Placed
		STT	RPL	Special Projects	Total Trained		
PMKVY 1.0	CSCM	18,04,206	1,81,810	0#	19,86,016	14,51,636	2,53,296

PMKVY 2.0	CSCM	38,11,857	61,41,870	2,13,844	1,01,67,571	84,96,771	19,11,182
	CSSM	8,26,350	N/A	6,787	8,33,137	6,60,776	2,30,393
PMKVY 3.0	CSCM	2,94,873	1,76,491	1,08,702	5,80,066	4,02,196	32,233
	CSSM	64,577	86,214	6,645	1,57,436	1,06,164	10,783
PMKVY 4.0	CSCM	3,60,872	1,51,809	30,955	5,43,636	2,55,902	2,042
Grand Total PMKVY till (30.03.2024 )	CSCM + CSSM	<b>71,62,735</b>	<b>67,38,194</b>	<b>3,66,933</b>	<b>1,42,67,862</b>	<b>1,13,73,445</b>	<b>24,39,929</b>

\* Annual Report of PMKVY

Under all four phases of PMKVY (i.e., PMKVY 1.0, 2.0, 3.0, and 4.0) total of 1.42 Crore candidates have been trained/oriented, and 1.13 Crore are certified across the country. As of March 31, 2024, the total reported placements under Skill Training for Trade (STT) and Special Projects stand at 2.439 million, according to information available on the Skill India Portal.

## Conclusion

The Pradhan Mantri Kaushal Vikas Yojana (PMKVY) stands out as a transformative initiative aimed at enhancing the skill levels and employability of Indian youth. By addressing the multifaceted aspects of skill development through its well-structured components - Short Term Training, Recognition of Prior Learning, and Special Projects. Under PMKVY, training centers are impaneled through the process of accreditation and affiliation through the online portal Skill India Digital Hub. Under PMKVY, training is being conducted in Government and Private Schools, Colleges, Universities (including Skill Universities), and other Higher Education Institutions to utilize the permanent infrastructure and other resources available at these educational institutions. Over the different phases, the program has evolved to meet the dynamic needs of the workforce, integrating new-age skills and focusing on both upskilling and reskilling. The substantial financial investment and impressive physical progress underscore the program's commitment to creating a skilled and job-ready population. As PMKVY continues to expand and adapt, its collaborative approach with stakeholders across academia, industry, and policy will be crucial in ensuring its ongoing success and impact on the nation's economic growth.

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# Impact of Population on Indian Economic Growth

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## Abstract

*Demographers and development economists are very interested in the relationship between population expansion and economic development. India is an important case study, with its population growing by 235 percent between 1951 and 2011. There are various points of view on the relationship between population and economic development. For a Long period of time population growth is characterized as a major cause of underdevelopment especially in case of developing countries. But things changed, now it is viewed as a tool for National development. What is the Impact of population on India's case? This paper investigates the ways in which India's growing populace could enhance the country's economic progress, it also analyses the Social and Economic Impact of population on India's Economic Development. Although having a larger population can have benefits, careful use and management are necessary to prevent negative effects.*

*Keywords: Migration, Moral hazard, Demographic Dividend*

## Introduction

India as the most populated country in the world India, for instance, covers 2.4% of the world's land but houses 16% of the global population. Approximately 1.6 crore individuals are added to India's population each year. This steady rise in population is a two-edge knife, as on one hand it serves to the economic development of the nation, on the other it creates scarcity of resources and lead to the underdevelopment of the nation. Economists have different Adam Smith emphasized that labor is the fundamental source of a nation's necessities and conveniences. Malthus and Ricardo raised concerns about population growth's impact on the economy, in his word's food increases arithmetically while population increases geometrically so increased population leads to starvation. There are three main viewpoints regarding how population affects economic development:

1. **Positive Impact:** Some argue that population growth positively influences economic development. A larger population can provide a substantial labor force, contributing to increased output.

2. **Negative Effect:** Conversely, others believe that rapid population growth hinders economic development. Overpopulation can strain resources and lead to unhealthy living conditions.
3. **No Direct Relation:** A third perspective suggests that population growth has no direct correlation with economic development.

The high population is an important cause for the economic empowerment of India. The Population act as the factor of production as well as it is the market for goods and services produced in the economy. Supply creates its own demand the high population makes India an admirable market for Businesses. Huge market size attracts investment which leads economic development. This paper analyses the Impact of population on three heads Social, Economic and Environmental impacts.

### Review of Literature

Komal Rawat (2019) in her paper find that the growth of population demands larger for the resources but developing and undeveloped countries are facing bad effects of population explosion in lack of resources. The finding of study shows the positive relationship between population and GDP growth as the study goes to each country wise relationship it provide negative relationship between the fact that population is driving economic growth. It was suggested to make such strategy and framework which can help to increase the resources of a country. There is also need of the role of government to frame policies to create a good and healthy environment of investment. It can be concluded with the remark that the developed countries utilize their resources in a better way as compared to developing and undeveloped countries hence it can be said that population growth is a progress for the countries having good resources and sound policies.

Dauda Ibrahim\*, Innocent Musa, & Gilasom Jalon Amasu (2023) concluded in their paper that the long run coefficient of economic growth (LGDPP) 1.820395 is positive and statistically significant at 5% level of significance. This means that 1% increase in population growth (PGR) will increase economic growth (LGDPP) by 18% in Nigeria. This implies that increase in population growth in Nigeria has significant impact on economic growth. The ARDL Furthermore, the bound test result for Cointegration revealed that there is a long run relationship among total fertility rate (TFR), crude death rate (CDR), net migration (NTM), population growth rate (PGR), inflation rate (IFR) and economic growth (LGDPP) in Nigeria.

## **Social Impact of Population**

### **Pressure on Social Services**

A larger population puts pressure on social services such as healthcare, education, and welfare systems. Governments may struggle to meet the needs of a growing population, leading to inadequate access to essential services for certain groups, particularly in low-income areas. As population increases in a country it directly affects the health infrastructure of the economy. It places a huge expense on the government especially in case of developing countries like India in which the public healthcare system lags much behind the developed countries. Spread of epidemics such as corona showed why a considerable healthcare system is a need of time. But the government continues to reduce its allocation to the healthcare.

### **Migration and Displacement**

Population growth can exacerbate migration and displacement, whether due to economic factors, conflict, or environmental pressures. This can lead to social tensions, xenophobia, and challenges in integrating migrants into host communities. Millions of people leave behind their natives and migrate to new places this has two important effects one it results in underdevelopment of rural areas and the other is over concentration of people in big cities which leads various social and economic problems.

### **Human Capital**

A growing population can contribute to the development of human capital, as more individuals enter the workforce with diverse skills and talents. This can enhance productivity, efficiency, and competitiveness, leading to economic growth and prosperity. But this is only when the government invests in human resources, if the government fails to invest in the human capital of a nation it creates undesirable results which lead the economy towards underdevelopment.

## **Economic Impact of Population**

### **Employment and Labor Markets**

A growing population can expand the labor force, providing a larger pool of workers for businesses and industries. This can potentially lead to increased productivity, economic output, and innovation, as well as filling labor shortages in certain sectors.

Population growth affects labor supply and demand, which can impact employment opportunities, wages, and working conditions. Approximately 65 lakhs graduates are adding to the labour force each year, According to data only 45% of them were employed. In regions with high population growth, there may be challenges in providing sufficient job opportunities for the growing workforce, leading to unemployment and underemployment. This situation directly and indirectly affects the Level of demand in an economy which act as an obstacle on economic growth.

On the other hand, increasing population reduces the wages due to large supply of labour. In many cases labours are underpaid for their work which reduces the motive to work hard, placing a moral hazard.

### **Urbanization and Infrastructure Development**

Population growth often leads to urbanization, driving demand for infrastructure development such as transportation, housing, utilities, and telecommunications. This infrastructure investment can stimulate economic activity, create jobs, and enhance productivity in urban areas. This improvement in infrastructure comes at the cost of higher taxation, displacement of people from their native land and so on. Unplanned urbanization is one among the major problems we face right now, high concentration of people in metropolitans such as Chennai, Bangalore faces water crisis and other environmental problems.

### **Demographic Dividends**

In certain demographic scenarios, population growth can lead to demographic dividends, where a large working-age population relative to dependents can spur economic growth and development. This occurs when policies and investments are in place to harness the productive potential of the working-age population through education, employment, and skill development. When policies are on the way to utilize the potential of growing population and efficient allocation for education and skill development results in higher economic development.

### **Consumer Market**

A larger population means a larger consumer market, which can stimulate demand for goods and services. This increased demand can drive economic growth and create opportunities for businesses to expand and invest in new markets. These investment generate new employment opportunities, large market will also have the advantage of competition that ensure quality goods for



customer at right price. Large size of the market will also induce the businesses to innovate new products and techniques which will benefit the Economy as well as the people.

## Conclusion

While population growth can offer opportunities for economic expansion through a larger labor force and consumer base, it also presents challenges such as resource strain, unemployment, and inequality. One of the key aspects of the population's impact on economic development is the demographic dividend. India's youthful population has the potential to contribute significantly to economic growth through increased productivity and innovation. However, realizing this potential requires substantial investments in education, healthcare, and employment opportunities to harness the demographic dividend effectively. But in reality the budgetary allocations on the sectors are comparatively less. Additionally, rapid population growth exacerbates pressure on essential resources such as land, water, and energy, leading to environmental degradation and sustainability concerns. Furthermore, high population density in urban areas contributes to infrastructure strains, traffic congestion, and inadequate access to basic services due to unplanned urbanization hindering economic progress.

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# Future of Recruitment: AI Shaping Talent Acquisition

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## Abstract

*The recruiting process is undergoing a considerable transition as a result of the rising competition that exists between organisations when it comes to top talent in a job market that is always evolving. It is becoming increasingly apparent that Artificial Intelligence (AI) is a potent instrument that may improve candidate experience, while also reducing prejudice and increasing efficiency. The purpose of this research study is to investigate the ways in which artificial intelligence is influencing talent acquisition by analysing its uses at several stages of the recruiting process, as well as the advantages it provides and the difficulties it poses. It is possible for organisations to effectively utilise AI to attract and retain the top personnel if they have a thorough understanding of these dynamics. As a result of the incorporation of artificial intelligence (AI) technologies, the landscape of recruitment is experiencing a transformation that is generating significant changes. The purpose of this abstract is to investigate how artificial intelligence is transforming talent acquisition processes, improving candidate experiences, and increasing efficiency.*

*Keywords: HRM, Artificial Intelligence, Recruitment, Decision Making, E-HRM*

## Introduction

Because of developments in artificial intelligence (AI) technology, the landscape of recruitment has experienced a considerable upheaval in recent years. This transformation has been mostly driven by improvements in the field. In a labour market that is becoming increasingly competitive, artificial intelligence has emerged as a potent tool that increases different parts of the talent acquisition process. This is becoming increasingly important for organisations as they attempt to attract and retain top personnel. The process by which businesses locate, engage, and hire individuals is being revolutionised by artificial intelligence (AI), which is automating repetitive operations and giving data-driven insights for improved decision-making. The environment of recruitment has seen significant transformations over the course of the last decade, primarily as a result of technological improvements and altering expectations among workers. Artificial intelligence (AI) is at the vanguard of this revolution,

delivering novel solutions to the issues that are traditionally associated with recruitment. Artificial intelligence technology are simplifying procedures and enabling data-driven decision-making across a wide range of activities, including applicant sourcing and interviewing. The current state of artificial intelligence (AI) in recruiting is investigated in this article, along with its consequences for talent acquisition and its potential to affect the future of human resource practices.

## Review of Literature

(Luetge1, 2022) It is becoming increasingly common for businesses to implement artificial intelligence (AI) technologies in their people recruiting and selection process in order to streamline it, so making it more efficient and speedier. Application of artificial intelligence can be found in a variety of stages of the recruitment process, including the creation of job advertisements, the screening of candidate resumes, and the analysis of video interviews using facial recognition tool. Because these new technologies have a significant impact on people's lives and professions, but they also frequently raise ethical problems, it is necessary to have a full understanding of the ethical implications of these uses of artificial intelligence. Nevertheless, due to the fact that AI applications in recruitment practice are still relatively new, the subject is still in the beginning stages of development in academic research. This is done in order to provide context and to enhance the foundation for future study. This research does a comprehensive analysis of the existing literature on the ethical implications of AI-enabled recruiting up to this point. We have found fifty-one articles. dealing with the subject matter, which we summarise by mapping the ethical opportunities, hazards, and ambiguities, in addition to the methods that have been offered to reduce ethical risks in professional settings. This evaluation allows us to identify gaps in the existing body of literature and point out some of the bringing to light ethical concerns that require more investigation in the course of future research.

(Albassam, 2023) In addition to shedding light on the potential and difficulties that are associated with the application of artificial intelligence (AI), the purpose of this study is to make a contribution to the knowledge of the power that AI possesses in the recruitment process. In this work, a detailed and critical overview of current AI-based recruitment tactics is presented, drawing from both academic research and reports from the industry. This study provides an in-depth analysis of the possible advantages and disadvantages of utilising artificial intelligence (AI) in the recruitment process, as well as an evaluation of the efficacy of various AI-based recruitment tactics. AI-based recruitment strategies, such as resume screening, candidate matching, video interviewing, chatbots, predictive analytics, gamification, virtual reality assessments, and social media screening, offer

significant potential benefits for organisations. These benefits include improved efficiency, cost savings, and better-quality hires. The results indicate that these strategies offer significant potential benefits. On the other hand, the use of artificial intelligence in the recruitment process creates ethical and legal concerns, including the possibility of discrimination and bias based on algorithmic processes. In its conclusion, the study highlights the importance of conducting more research and development as a means of ensuring that AI-based recruitment techniques are not only effective but also impartial and in accordance with ethical and legal requirements.

## **The Future of Recruitment: How AI is Shaping Talent Acquisition**

### **1. The Automation of Tasks that are Repetitive**

Automating processes that are both time-consuming and repetitive is one of the most significant contributions that artificial intelligence has made to the recruitment process. The process of evaluating resumes, scheduling interviews, and screening prospects takes a significant amount of time for hiring managers and recruiters. Today, solutions that are driven by artificial intelligence are able to automate these operations, which enables human resources teams to concentrate on higher-level activities such as developing relationships with candidates and improving hiring tactics.

As an illustration, artificial intelligence is capable of sifting through thousands of resumes in a matter of minutes, identifying applicants who fulfil particular criteria based on qualifications, experience, or even soft talents. This level of automation considerably cuts down on the amount of time needed to hire new employees, which is an essential component in fields that have a high turnover rate or talent pools that are very competitive.

### **2. Enhanced Candidate Sourcing and Selection**

There has been a shift in the way that recruiters find prospects thanks to AI. Traditional methods of sourcing frequently rely on job boards or internal databases, both of which restrict access to individuals who are actively looking for work. Artificial intelligence, on the other hand, is able to search through large amounts of data across social media platforms, online portfolios, and even past applications in order to uncover passive applicants who may not be actively looking for a job but possess the necessary abilities.

The use of artificial intelligence techniques allows for the prediction of which candidates are most likely to be interested in new chances by analysing their online activity, employment history, and

public profiles. The use of this kind of predictive analytics gives recruiters the ability to contact top talent with highly personalised outreach, which in turn increases the likelihood of engagement and the likelihood of successful recruitment.

### **3. Computer-Aided Interviewing and Screening Techniques**

During the screening and interviewing stages of the employment process, artificial intelligence is also making significant progress. Platforms for video interviews that are equipped with artificial intelligence are able to analyse the body language, tone of voice, and word choice of candidates in order to evaluate characteristics such as confidence, empathy, and cultural compatibility. In addition to the information that is contained on a candidate's résumé, these insights provide recruiters with a more thorough knowledge of a candidate's suitability for a post of interest.

Additionally, chatbots driven by artificial intelligence are reshaping the pre-interview process. These robots are able to conduct preliminary interviews, provide questions that are standardised, and rank responses according to criteria that have been set. At an earlier level in the process, this helps to exclude candidates who do not meet the required qualifications, ensuring that only the candidates who show the most promise move on to the subsequent step.

### **4. Reduced Bias in the Hiring Process**

There is a possibility that artificial intelligence will minimise bias in recruiting, which is one of the most important and transformational elements of AI in recruitment. Unconscious human prejudices frequently play a role in traditional recruitment processes. These biases can have an impact on decisions regarding racial preferences, gender preferences, age preferences, and other aspects. AI, when correctly built, has the potential to assist in the elimination of these biases by concentrating only on the qualities and talents of candidates.

By deleting personally identifiable information from resumes, such as names, residences, or graduation years, artificial intelligence technologies can anonymise resumes. This ensures that recruiters are able to make decisions based on objective criteria. In addition, algorithms that are driven by artificial intelligence may be continuously improved to prevent the reproduction of biases that are present in historical data. This will result in recruitment procedures that are more inclusive and equal.

## 5. Enhancing the Experience of the Candidates

Within the context of the current labour market, prospective employees anticipate interactions that are prompt, open, and individualised during the hiring process. By giving candidates with feedback in real time, automating communications, and enabling a more efficient recruitment process, artificial intelligence (AI) contributes to an improvement in the applicant experience.

Chatbots powered by artificial intelligence, for instance, are able to provide quick feedback after interviews or tests, answer queries posed by candidates around the clock, and provide updates on the status of their applications. This not only increases people's level of engagement, but it also leaves potential employees with a favourable view of the organisation, regardless of whether or not they are employed. Personalisation at scale is a significant differentiator since applicants have a greater sense of value when the process is tailored to them, even when it is carried out by automated processes.

### Need of AI in Recruitment Process

#### 1. Rapidity and effectiveness

This can be a time-consuming process, beginning with the posting of jobs and continuing through the examination of applications, the scheduling of interviews, and the ultimate decision-making. In industries that are highly competitive, delays in hiring can result in missed opportunities since the most qualified applicants may take other offers. Automating mundane chores like scanning resumes, scheduling interviews, and reaching out to initial candidates is one of the ways that artificial intelligence helps speed up this process.

The use of artificial intelligence tools allows recruiters to shortlist candidates more quickly since they can analyse massive volumes of data in a fraction of the time it would take a person to do so. This speed is especially useful in instances when there is a significant volume of hiring, such as seasonal recruitment or businesses that have a high turnover rate. As a consequence, artificial intelligence helps cut the amount of time it takes to hire new employees and guarantees that firms continue to be competitive.

#### 2. Enhanced Candidate Sourcing Capabilities

In order to find the ideal applicant for a job, it is frequently necessary to look beyond those who are actively seeking employment and instead reach out to passive prospects who may not be

actively applying for the position but are open to new opportunities. Recruitment platforms that are powered by artificial intelligence make use of sophisticated algorithms to search through millions of online profiles, databases, and social media platforms in order to locate possible applicants that are a good fit for a company's requirements.

These technologies are able to evaluate the talents, career trajectories, and cultural compatibility of candidates based on the data that is available. As a result, they provide recruiters with a pool of possible hires that is more diversified and of higher quality. With the use of this kind of intelligent sourcing, businesses are able to gain access to talent that has not yet been utilised and to engage applicants who may have been overlooked via more conventional approaches.

### **3. Reducing the Bias of Humans**

One of the most persistent issues in the recruitment process is the presence of unconscious prejudice. The employment decisions that are made can be greatly influenced by biases, whether they are related to gender, age, race, or educational background. Biases can also inhibit diversity inside organisations. By evaluating candidates exclusively on the basis of their skills and qualifications, artificial intelligence has the potential to play a significant role in reducing bias.

A recruitment system that is powered by artificial intelligence has the ability to anonymise applications by deleting names, addresses, and other identifying information that could potentially cause bias. Moreover, artificial intelligence technologies can be taught to evaluate applicants by making use of objective data, which guarantees that all candidates are evaluated in a manner that is both fair and consistent. Consequently, artificial intelligence assists organisations in fostering diversity and inclusion, which is becoming an increasingly crucial aspect of the modern workplace.

### **4. Enhanced Candidate Screening and Evaluation**

The process of screening resumes is one of the most time-consuming components of the recruitment process. There is a possibility that recruiters will receive hundreds, if not thousands, of applications for a single job posting. An in-depth manual assessment of these resumes may take several days or perhaps several weeks. Artificial intelligence systems are able to quickly navigate through resumes, finding relevant keywords, talents, experience, and other criteria in order to eliminate individuals who do not meet the requirements.



In order to evaluate the quality of resumes, screening systems that are powered by artificial intelligence also make use of natural language processing (NLP). These technologies comprehend not only the presence of particular keywords but also the context in which they are employed. Consequently, this leads to a more precise shortlisting of candidates, which ensures that recruiters concentrate their time and efforts on the applicants who have the greatest potential opportunities.

### **5. The Use of Predictive Analytics to Improve Decision-Making**

Artificial intelligence makes it possible to make decisions in recruitment based on data. Using predictive analytics, artificial intelligence is able to examine historical data on recruiting in order to recognise patterns and trends that can be used to inform future hiring tactics. As an illustration, artificial intelligence has the capability to forecast the likelihood of a candidate's success in a specific function by taking into account their talents, previous work performance, and cultural compatibility with the organisation.

Additionally, artificial intelligence systems have the ability to provide insights into workforce planning by predicting future hiring needs, analysing employee attrition rates, and determining that there are skill shortages. Because of this, businesses are able to adopt a more strategic approach to recruitment, which ensures that they are ready for any changes in labour demands or possible growth in the workforce.

### **6. An Individualised Experience for the Candidate**

It is essential to provide a good experience for candidates in order to attract top talent, and artificial intelligence may assist in delivering a recruitment process that is more personalised and engaging. Chatbots that are driven by artificial intelligence, for instance, are able to provide candidates with real-time responses to their questions, provide updates on the status of their applications, and even direct them through the process of applying for jobs. This level of reactivity results in an experience that is more engaged and beneficial for individuals who are looking for work.

Additionally, AI has the ability to personalise job recommendations for candidates by taking into account their profiles, talents, and interests in the field of work. The use of this focused strategy increases the likelihood that candidates will submit applications for positions that are in line with their goals, which in turn improves the quality of applicants and the level of pleasure they feel with the application process.



## ARTIFICIAL INTELLIGENCE TOOLS IN AI

### 1. AI Resume Screening Tools

AI-powered resume screening tools help recruiters sift through large volumes of applications to identify the most suitable candidates. These tools use machine learning algorithms to analyze resumes, matching candidates' qualifications, skills, and experience with the job requirements.

#### Examples

**Pymetrics:** Uses neuroscience and AI to assess candidates' cognitive and emotional abilities, helping employers evaluate potential job fit.

**HireVue:** Leverages AI to evaluate and rank candidates based on their responses to interview questions and job-specific criteria.

### 2. AI Candidate Sourcing Tools

AI candidate sourcing tools help recruiters find top talent by scanning job boards, social media platforms, and online databases. These tools use machine learning to predict which passive candidates might be interested in new job opportunities, even if they are not actively seeking a role.

#### Examples

- **Entelo:** Uses AI to identify and engage with passive candidates by analyzing data from social media and job boards, helping recruiters find diverse talent.
- **Hiretual:** AI-powered sourcing platform that scans over 700 million profiles, delivering insights on candidate experience, skills, and diversity.

### 3. AI Chatbots for Recruitment

AI chatbots are increasingly being used to enhance the candidate experience by providing real-time engagement and communication. These chatbots can answer candidates' frequently asked questions, guide them through the application process, and even conduct initial screening interviews.

#### Examples

- **Mya Systems:** An AI chatbot that interacts with candidates to answer queries, gather information, schedule interviews, and perform pre-screening.
- **XOR:** An AI-powered recruitment chatbot that automates candidate engagement, scheduling, and follow-up processes, making hiring more efficient.

#### 4. AI Video Interviewing Platforms

AI video interviewing platforms analyze candidates' body language, facial expressions, tone of voice, and verbal responses during video interviews. These platforms help assess soft skills, cultural fit, and emotional intelligence, offering deeper insights beyond traditional interviews.

##### Examples

- **HireVue:** Uses AI to evaluate candidates' responses in pre-recorded video interviews, analyzing their words, tone, and non-verbal cues.
- **Spark Hire:** A video interviewing platform that uses AI to facilitate one-way or live interviews and analyze candidate responses for better decision-making.

#### 5. Predictive Analytics Tools

Predictive analytics tools use AI to analyze historical hiring data and predict candidates' potential success in a role. These tools assess a variety of factors, including past job performance, education, work history, and cultural fit, to forecast which candidates are likely to excel in specific positions.

##### Examples:

- **HiredScore:** Uses predictive analytics to match candidates to roles, providing real-time scoring of applicants based on their likelihood of success in the job.
- **Eightfold.ai:** Leverages AI to analyze large datasets and predict candidates' potential career paths, identifying the best-fit candidates for current and future roles.

#### Conclusion

The necessity for artificial intelligence in the recruitment process is evident. As businesses confront increasing expectations for faster, more effective, and inclusive hiring, AI offers the capabilities to meet these difficulties head on. By automating repetitive processes, eliminating prejudice, boosting decision-making, and improving the applicant experience, AI changes recruiting from a reactive, labour-intensive process to a proactive, strategic one. In an era when talent is one of the most prized resources, artificial intelligence (AI) enables organisations to locate the appropriate people faster, more fairly, and for less money. As technology advances, AI will become an essential component of every recruitment strategy, influencing the future of work and how businesses create their workforce.

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# HRM Scenario of Indian Sugar Industry

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## Abstract

*The linkage between Human Resource Management (HRM) practices and organizational performance is well investigated. Through this paper, we hope to underwrite to a better understanding of the role of human resource practices in building and sustaining organizational performance, explicitly in the Indian context. We note that almost all of the published theory-building, as well as empirical research in this area is conducted in societies other than the Indian society. On the other hand, the socio-cultural context of organizations in India is uniquely different.*

**Keywords:** Human Resource Management, Human Resource Practices, Organizational performance

## Introduction

Human resources is one of the utmost valuable and unique assets of an organization. According to Leon.C. Megginson, the term human resources mean Dictions to “the total knowledge, skills, creative abilities, talents and aptitudes of an organizations workforce, as well as the values, attitudes, and beliefs of the individuals. Human resource management is one of the utmost difficult and challenging fields of contemporary management. A human resource manager has to build up an effective workforce, handle the potentials of the employees and certify that they accomplish at their best. Employees also have to take into account the firm's responsibilities to the society that it activates in. According to Byers and Rue, Say “Human Resource Management includes those actions intended to provide for and synchronize the human resources of an organization”.

## Indian Sugar Industry

India has now emerged as the leading sugar producing country in the world, with a 22 percent of the share of the global sugar production. Indian Sugar industry is the second largest agro-based industry in the country. It ranks the third largest industry in terms of its involvement to the net value added by manufacture and employees about 3.50 lacks peoples, more over generating widespread indirect employment to 45 million farmers of sugarcane grower, the various agencies of distributive trade and through auxiliary industries such as confectionary. The human resource has

measured the backbone of any economic enterprise. In recent years, the economists have added “Human resource” besides land, capital, and technology as one of the key factors for building and developing the nation.

The optimal consumption of natural resources and other the factor inputs of capital and technology depend on the size of use of human resources. Complementary other resources, this resource present its own unique characteristics of all resources, which are connecting to begin any economic enterprise. It is a fact that there survival of an association between human resource and business performance. The Indian economic scenario on account of LPG is undertaking a fundamental structural change affecting all walks of life. In the wake of the ever-increasing challenge, many of the conventional organizations are grappling to survival. Well again approaches to human resource management, consequently, assumes better importance in solving complex, social, economic, legal and ethical matters. Thus, through a well-organized human resource function, a companies human resources become essentially a strategic asset.

### **Need & Importance of the Study**

The Sugar industry is one of the essential agro based industries which contributes significantly to the growth of the world economy by facilitating huge scale direct employment to thousands of peoples and indirect employment to lakhs of sugar cane farmers and agricultural workers in the rural areas, to the people who are involved in cultivation of cane, harvesting, transport and other services. At present there are high expectations from HRD. By considering the significance of human resource in organization, an endeavor was made in the study to review the HRD Practices in the sugar mills. The study also widens the attitude of employees about HRD structure and problems faced by the employees. Examined the issues that influence the practices of Human Resource Management

### **Sugar Industry-HRM Scenario**

Sugar industry is an agro based industry. Industry success depends up on the amalgamation of human resources, capital, equipment and raw material. However, human resource is considered as key asset of production, which requires individual consideration. In India, context the policies and practices relating to Human Resource Management in Sugar industry concentrate on the recruitment and selection procedures, training and development, wages, incentives and welfare facilities which are governed by the government Acts and legislation enacted by the government and central wage

board on sugar industry. The working of sugar industry in all the states of India is regulated by the Indian Factory Act, 1948. The problems of human resource in the Sugar industry are abnormal, as most of the sugar factories are situated in the rural areas of country. the managers are drawn from upper levels of society, the workers are usually drawn from the agricultural background. It is a considerable fact that sugar industry is a seasonal one and so that the workers have opportunity to employ only during the period of crushing season which generally lasts for five to six months. Though, the industry needs to uphold the managerial staff and at least 40 to 50 percent of human resource require to be employed on permanent basis.

Consequently, most of the employees may not have regular and suitable employment throughout the off season when the industry is not having working. Further majority of the temporary and seasonal workers have no security that they would be re-employed at the time commencement of the subsequent crushing season. Moreover, the Sugar industry is unsystematic and consequently does not have power of any bargaining capacity. In this circumstance, it is interesting to note that the labor integration committee at the time of its investigation and that found that workers were usually employed at the gate through the heads of the departments. The supervisory, technical or superior staff was selected by the General Manager in consultation with the Management this specifies the development of suitable policy of HRM in sugar industry (3). The central wage board of the sugar industry has advanced explicit policy guidelines to be accomplished in conspicuous apprentices and learners in the sugar industries. Regarding their employment, it suggested that:

- I) No apprentices shall be engaged for unskilled manual job;
- II) An apprentice shall not be paid less than sixty per cent of the minimum basis wages and dearness allowances or consolidated wages, as the case may be, of the occupation in which he is getting training;
- III) The duration of apprenticeship in a Sugar factory shall not surpass two years. Concerning the absenteeism in Sugar industry in India, it can be said that absenteeism is at the abnormal level of 40 %.
- IV) Certain industries in various seasons. It validates the need for developing suitable policy in this course. However, the grounds of absenteeism have been found which can be summed up as in depth below
  - i) Lack of attentiveness and satisfaction in the job;
  - ii) Personnel instability;
  - iii) Recklessness;

- iv) Problematic such as transportation, housing and home problems; and Sickness.
- v) Wages constitute an important factor for productivity. But India has no feasible wage policy till now.

The several committees set up by the government of India consist of the fair wage committee, the minimum wage committee, the tripartite wage boards, the Bipartite wage negotiating committees and even judgment by the supreme court in wage amendment appeals and resolution by industrial tribunals, labor appellate tribunals have struggled with the problem of wages. No coherent wage policy has developed so far enchanting all kinds productive fields comprising sugar industry.

Collective Bargaining with its restraints such as multiple trade unions has not succeeded. According to the references of the second wage board, employees in supervisory, clerical, highly skilled grades are receiving a retaining allowance and those in the semi-skilled grade at 25 % of their monthly basic pay and dearness allowances. This is the policy generally implemented by the sugar industry retaining allowance to periodical workers. The scheme of gratuity is pertinent to all permanent and seasonal workers, excluding apprentices employed concerned with sugar factors. As per the policy worked out by the Government on the endorsements of the first wage board report, the gratuity amount is fixed at one half of a month pay to permanent and one fourth of a months pay to a seasonal workmen for every continuous year or season of services, as the case may be, subject to minimum of 15 percent of month pay . This is mature in the death of an employee while in employment notwithstanding of the length of the services or on the retirement or regression due to persistent ill health or on the attainment age of retirement. No gratuity is payable to a workman who is discharged from the services for the serious misconduct such as disobedience moral improbity, damage to the property employer or financial loss to the employer. The gratuity and Bonus are payable to the worker in the terms of the provision of the payment of Bonus, 1972 as revised from time to time. The policy guiding superannuating fixed the age of superannuation at the age of 58 years. The superannuation age is fixed at 60 based on the recommendation of the third wage board of so far industry. Concerning to labor welfare facility in the sugar industry, it can be said that welfare measures are introduced to conflicting with the sense of frustration of workers. According to the labor investigation committee, educational amenities existed in most of the sugar mills in India. Likewise, majorities of the sugar industries afford dispensary where medical facility at free of cost to workers and their dependents. The third wage board recommends to the medical officer and staffs are authorized to revised scale of pay for effective performance. In India factories, Act 1948, shops and

establishment Acts have lawful provision with concern to employees safety, health, working environments comprising matters such as sanitation hygiene, lighting, drinking water and restructurings. The pertinent laws also afford for subsidized canteens. The policy concerning associating workers with management to ensure close collaboration and any increased share in the affairs of the industry received official recognition in India since the second five-year plan

### **Private Sugar Mills and HRM Practices**

Private institutions comprise of a remarkable quantum of human resources. The effective and innovative human resource management is equally significant for all categories of private originalities. The reasons lie comparatively in the abnormal growth of small-sized enterprises and judiciously in the lack of consciousness of problems of human resources. The majority of the private sugar mills are insignificant in their size and setups. Hence, they are not conscious of the human resource management practices. However in a large-scale private sector like private sugar factories the chairman and the board of directors are likely to be aware of the human resource management practices. With the passage of time, human resource management in private had turned into the consequence of widespread disappointment of the employees. Disappointing working conditions, the narrow scope for individual growth absence of professionalism in the field of human resource management and related thirteen drawbacks have led to the disappointment to the workers. The private sector is one of the foremost sectors of the economy, cannot afford to be satisfied with the status quo for the coming years. In the private sector, little effort has been made to verbalize and disseminate knowledge and skills of human resource management system owing to the reasons elucidated above. So, struggles are to be engaged to crack the problems mentioned. The absenteeism of a strong human resource management has caused the rise of most of the difficulties of the private sector and created problems of constancy and growth and has also lagged the process of development. Outlining of an appropriate human resource management system has at this time turn into essential, as the circumstances of the economy have changed substantially, demanding to the introduction of new technology. Human resource management is both the foundation and fountain of developing comprehensive infrastructure- professionalized management in the private sector. In this way, the human resource management plays a fundamental role in the execution of strategic management of private sector, which is human-centered, value-led and culture-dependent. The private sector institutions in the country are yet to develop systematic Human Resource policies. There are no measures at present for long-term manpower planning and subsequently for staff



development. Lack of a systematic approach to recruitment of personnel, training, and placement has been one of the barriers in the professionalization of management (6).

### **Indian Sugar Industry-Strengths**

Sugar is the main product of sugar mills. This is most likely to fetch record prices this year. The mills that are able to secure cane supply will be the biggest beneficiary. In recent years, the mills have undergone capacity expansion, which will increase their processing capacity leading to higher productivity. Favourable Policy like any other industry sugar companies too has liquidity crunch which can be met through sugar development fund of the government special cess schemes.

### **Indian Sugar Industry-Weaknesses**

Fall in derivatives-The fall in prices of derivatives like Ethanol, bagasse, waste or molasses etc. will also have adverse impact on almost all the companies. Currency Risk-Most of the companies which have exposure in form of overseas loans imports etc. will be vulnerable to the forex losses in the advent of rupee depreciation.

### **Major Legislation & Policies**

- The essential commodity ACT, 1955.
- Sugar control order 1966.
- Sugarcane control order, 1966.
- Sugar development fund ACT, 1982 & 2002.
- Levy sugar price equalisation fund ACT 1976.
- Molasses control order 1961 & decontrol 1993.
- Removal of sugar levy system, 2013.
- Implementation of GST, 2017.
- State sugar policies.
- Power purchase agreement.

### **India's Sugar Production in Recent Years**

Sugar production in India has been cyclic in nature, where every 2-3 years of high sugar production are followed by 2-3years of low sugar production. From the sugar season 2013-14 onwards the country could consistently achieve sugar production more than the domestic requirement and could also generate surpluses for export. Maharashtra and U.P contribute over 60%

of total sugar production while the rest comes from states like Tamilnadu, Karnataka Gujarat and Andhra Pradesh. According to an article published in THE ECONOMIC TIMES on 2 December, 2020 India's sugar production stood at 42.9 lakh tonnes during October-November period of 2020-21 marketing year as against 20.72 lakh tonnes in the year before. Indian sugar industry has faced many challenges in recent years, out of which the COVID-19 pandemic has been the most recent one. The entire production of sugar and by-products like Molasses, ethanol, *bagasse* have been adversely affected by the pandemic.

### **Problems & Challenges**

Sugar industry in India is plunged with several serious and complicated problems which call for immediate attention and rational solutions. Some of the burning problem are briefly described as under:

**Low Yield of Sugarcane-** Although India has the largest area under cultivation the yield per hectare is extremely low as compared to some of the major sugar producing countries of the world. For example, India's yield is only 64.5 tons per hectare as compared to 90 tonnes in Java and Hawaii. This leads to low overall production and results in short supply of sugarcane to sugar mills. Efforts are being made to solve this problem through the introduction of high yielding early maturing frost resistant and high sucrose content varieties of sugarcane as well as by controlling diseases and pests which are harmful for sugarcane.

**Short Crushing Season-**Manufacturing of sugar is a seasonal phenomenon with a short crushing season varying normally from 4-7 months in a year. The mills and its workers remain idle during the remaining period of the year, thus creating financial problems for the industry as a whole. One possible method to increase the crushing season is to sow and harvest sugar cane at proper intervals in different areas adjoining the sugar mill. This will increase the duration of supply of sugar cane to sugar mills.

**Fluctuating Production Trends-**Sugar Cane has to compete with several other food and cash crops like cotton, oil seed, rice etc. Consequently, the land available to sugarcane cultivation is not the same and the total production of sugarcane fluctuates. This affects the supply of sugar cane to the mills and therefore production of sugar also varies from year to year.

**Low Rate of Recovery-** Rate of recovery in India is less than ten percent which is quite low as compared to the other major sugar producing countries. For example, the recovery rate is 14-16 percent in Java, Hawaii, and Australia.

**High Cost of Production-** High cost of sugar cane, inefficient technology, uneconomic process of production, and heavy excise duty results in high cost of manufacturing. The production cost of sugar in India is one of the highest in the world. Intense research is still required to increase the sugarcane production in the agricultural field, to introduce new technology, and to reduce production costs through proper utilization of by- products of the industry. For example Bagasse can be used for manufacturing paper pulp, insulating board, plastic, carbon, cortex etc, Molasses can be used for alcohol, and manufacturing DDT, acetylene, rayon, polythene, rubber, plastics. Press mud can be used for extracting wax.

**SMALL & UNECONOMIC SIZE OF MILLS** - Most of the sugar mills in India are small sized with a capacity of 1000 to 1500 tonnes per day. This makes large scale production uneconomical.

**Old Machinery-**Most of the machinery used in Indian sugar mills particularly those of Uttar Pradesh and Bihar is old and obsolete, being 50–60-year-old and requires rehabilitation. But a low margin of profit prevents several mill owners from replacing the old machinery by the new one.

**Competition With Gud and Khandsari-** *Khandsari* and *Gur* have been manufactured in rural India much before the advent of sugar in the organised sector. Since the *khandsari* industry is free from excise duty, it can offer higher prices of cane to the cane growers. Further cane growers themselves use cane for manufacturing *Gur* and save on labour cost which is not possible in the sugar industry. It is estimated that about 60% of the cane grown in India is used for making *khandsari* and *Gur* and a sufficient supply of organised sugar from these basic raw materials.

**Regional Imbalances in Distribution** –Over half of sugar mills are located In Maharashtra and UP and about 60% production comes from these 2 states. On the other hand, there are several states in the North-east, J&K and Orissa where there is no appreciable growth of this industry; this leads to regional imbalances which have their own implication.

**Low Per Capita Consumption-**Annual per capita consumption of sugar in India is only 16.3 kg as against 48.8 kg in USA, 53.6 KG in UK, 57.1 KG in Australia, and 78.2 kg in Cuba. The world average is about 21.1 Kg which reflects a low market demand.

### Role of the Government

- Government declared the new policy on August 20, 1998 regarding licences for new factories, which manifests that there will be no sugar factories in a radius of 15 km.
- Setting up of Indian Institute of Sugar Technology at Kanpur.
- In 1982 the Sugar Development Fund was set up for modernization of the industry.
- In April 2013 government decontrol sugar industry by removing the sugar levy system.
- As sugar falls under essential commodities it is being regulated by the state government in coordination with the centre government. Thus, Statutory Minimum Price (SMP) is decided by the central government and stationary administered price SAP is decided by the state government.
- Government put the sugar industry in a 5% GST slab as a result of implementing GST.
- Government has given huge subsidies to sugar mills for debt redemption.
- Central government regulation for buffer stock and private storage limit is an important policy intervention.

### Conclusion

India has now emerged as the leading sugar producing country in the world, with a 22 percent of the share of the global sugar production. Indian Sugar industry is the second largest agro-based industry in the country. The sugar industry is an agro based industry. Industry success depends on up on the amalgamation of human resources, capital, equipment and raw material. However, human resource is considered as a key asset of production, which In order to ensure sustainable good health of the sector, . As the ideal value sharing is 70% for cane growers and 30% for mills including revenue from the sugar control board to implement the revenue sharing formula. For successful implementation cane growers are to be guaranteed FRP payments irrespective of the sugar market behaviour. In case the revenue in a particular season warrants higher payment to growers, they should be entitled to a second payment. Sugar is an agro-based industry therefore; the prices always fluctuate around monsoon. The low yield of sugarcane during short crushing season, inadequate supply of cane and remote location of these industries specially in Uttar Pradesh and in Bihar create

problems for sugar mills which results in low milling efficiency. Low recovery of sugar from sugarcane also poses a problem for the sugar industry.

Further, Indian sugar mills do not have sugar plantations of their own hence do not have control over quantity and quality of sugarcane supplied by various cane growers. Another problem of the sugar industry is that the by-products of sugar mills are not fully utilised like *molasses* and *bagasse*. Levy sugar obligations cause a huge financial burden on mills under which mills are bound to sell sugar at a price decided by the government. Arbitrary fixation of fair remunerative price, FRP, fixed by the centre has been adversely affecting the sugar mills .should be provided which will help in finishing our surplus stock.

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# From Tradition to Transformation: Branding in the Age of Digitalization

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## Abstract

*The convergence of branding and digitalization has transformed the way businesses show off their identity and communicate to their audience. This paper explores the impact of digital technologies on branding, highlighting the evolution of brand strategies, the role of data analytics, and the challenges faced by organizations in the digital age. By examining key trends and success stories, the research aims to provide a comprehensive understanding of how digitalization is reshaping branding practices and influencing consumer behavior.*

*Keywords: Branding, Digitalization, Consumer Engagement, Data Analytics, Personalization, Social Media, E-commerce, Digital Transformation*

## Introduction

Branding is one of the pillars of a business's success. Branding encompasses the identity, values, and promises that make the business stand out from the competition. With the help of digitalization, branding has taken a whole new form, where they're able to engage with consumers and make loyal customers stay. This paper talks about the interplay between branding and digitalization, emphasizing the opportunities and challenges that arise in this dynamic landscape.

## Review of Literature

### The Evolution of Branding

Branding has traditionally relied on media such as print, television, and radio to establish recognition and trust (Keller, 2013). With the emergence of digital platforms, the branding landscape has expanded, allowing for real-time interactions and a broader global reach. Kotler and Armstrong (2020) highlight the shift from monologue-style communication to a dialogue where consumers actively participate in shaping brand narratives.

## Digitalization in Branding

Digitalization introduces a variety of tools and platforms that enhance branding initiatives. Chaffey and Ellis-Chadwick (2019) emphasize the role of social media, e-commerce, artificial intelligence (AI), and data analytics in shaping modern brand strategies. These tools facilitate personalized marketing, improve consumer engagement, and enable immersive brand experiences. Industry reports (2022) further underscore the importance of integrating technology into branding for a competitive edge.

## Consumer Behavior in the Digital Age

Consumer behavior has undergone significant transformations with digitalization. Online reviews, social media influence, and instant access to information empower consumers to make informed decisions. Transparency and authenticity are critical, as consumers demand brands that align with their values (Keller, 2013). Kotler and Armstrong (2020) note that the digital age has also heightened consumer expectations for personalized experiences.

## Objectives of the Study

1. To analyze the impact of digital technologies on branding strategies.
2. To explore how data analytics influences brand personalization and engagement.
3. To identify the challenges organizations face in maintaining brand integrity in the digital landscape.
4. To examine case studies of successful digital branding practices.

## Research Methodology

This research adopts a qualitative approach, reviewing existing literature and case studies. Interviews with branding professionals and an analysis of digital marketing campaigns provide practical insights into the implementation and outcomes of digital branding strategies.

## Findings and Discussion

### 1. Impact of Digital Technologies on Branding

Digital technologies have significantly reshaped branding by enabling brands to extend their reach and engage directly with consumers in unprecedented ways. Key findings include:

- **Social Media Engagement:** Platforms like Instagram, Twitter, and TikTok allow brands to interact with consumers in real time, creating personalized experiences that drive customer

loyalty. For instance, small and medium enterprises (SMEs) now leverage these platforms to compete with global brands by cultivating niche audiences and communities.

- **E-Commerce Integration:** Digitalization has facilitated seamless integration between branding and online purchasing platforms. Brands like Amazon and Shopify enable businesses to provide streamlined purchasing processes that reflect their brand identity.
- **Content Versatility:** The ability to produce dynamic content, such as videos, podcasts, and interactive media, ensures that brands can reach diverse consumer segments effectively.

## 2. Role of Data Analytics

Data analytics has emerged as a cornerstone of digital branding, providing actionable insights into consumer preferences and behaviors. Key roles include:

- **Personalization:** Brands utilize consumer data to craft personalized marketing campaigns. For example, Netflix's recommendation engine tailors content suggestions, reinforcing brand loyalty.
- **Performance Metrics:** Analytical tools track the performance of digital campaigns, enabling marketers to refine strategies and allocate resources more effectively. Metrics like click-through rates (CTR), conversion rates, and customer retention are critical indicators.
- **Consumer Insights:** Advanced analytics tools identify trends in consumer behavior, such as purchase patterns and sentiment analysis. This allows brands to stay ahead of market shifts and innovate proactively.

## 3. Challenges in Digital Branding

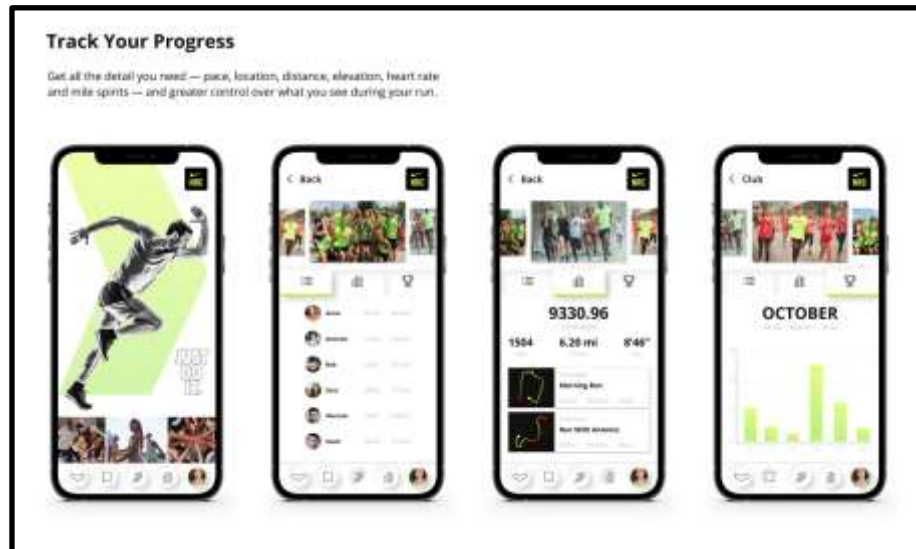
Despite its advantages, digital branding is not without its challenges:

- **Information Overload:** The digital landscape is saturated with content, making it challenging for brands to capture and retain consumer attention. Brands must innovate continuously to remain relevant.
- **Privacy Concerns:** As brands rely on data analytics, they face scrutiny over data privacy. Compliance with regulations like GDPR and CCPA is essential to maintaining consumer trust.
- **Technological Adaptation:** Rapid advancements in technology demand that brands invest in training and infrastructure to leverage new tools effectively. The failure to adapt can result in lost opportunities and diminished competitiveness.



## Case Studies

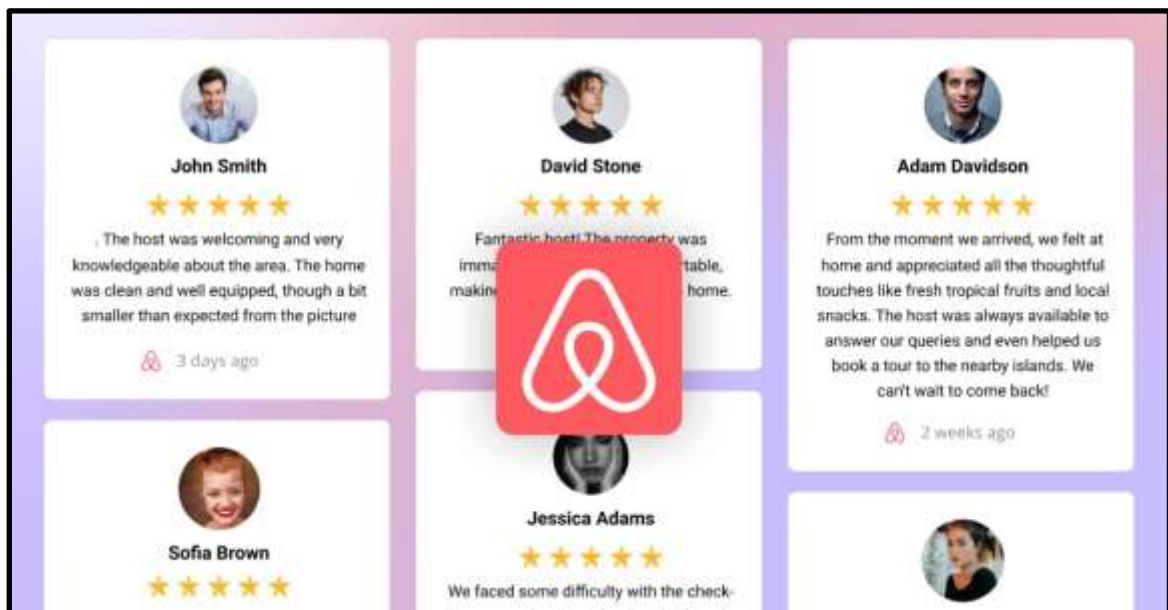
### ➤ Nike's Digital Strategy:



*Figure 1.1 (Images used in this article are copyrighted and are used solely for educational purposes. All rights to the images remain with their respective owners.)*

Nike has successfully integrated its branding with fitness apps like Nike Run Club and e-commerce platforms. This ecosystem encourages user participation, strengthens brand loyalty, and drives direct sales.

### ➤ Airbnb's User-Generated Content:



**Figure 1.2** (Images used in this article are copyrighted and are used solely for educational purposes. All rights to the images remain with their respective owners.)

Airbnb capitalizes on user-generated content by encouraging customers to share their travel experiences on social media. This strategy builds authenticity, fosters community, and enhances brand trust.

➤ *Coca-Cola's Interactive Campaigns:*



**Figure 1.3** (Images used in this article are copyrighted and are used solely for educational purposes. All rights to the images remain with their respective owners.)

Coca-Cola engages global audiences through interactive campaigns like “Share a Coke,” which personalizes products and encourages social sharing. The campaign exemplifies how digital branding can foster emotional connections.

## Conclusion

Branding in the digital era requires a blend of creativity and technology. Digital tools offer unprecedented opportunities for engagement, but they also demand strategic planning and ethical considerations. By embracing digitalization while staying true to their core values, brands can create lasting impressions and maintain relevance in a competitive market.

## Future Research Directions

- Exploring the role of emerging technologies such as augmented reality (AR) and virtual reality (VR) in branding.
- Investigating the impact of digital branding on consumer trust in different cultural contexts.

- Examining the effectiveness of AI-driven branding strategies in creating personalized experiences.

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# The Impact of Digital Marketing on Brand Awareness through Social Media Among Online Consumers

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## Abstract

*This study examines the impact of digital marketing strategies on brand awareness among online consumers. Digital marketing, encompassing tools such as social media platforms, email campaigns, search engine optimization (SEO), and content marketing, has become a cornerstone for engaging and influencing modern consumers. The research evaluates how these strategies effectively enhance brand recognition, and recall in a competitive online marketplace. Through a combination of quantitative surveys and qualitative interviews with online consumers, the findings reveal that personalized and interactive marketing efforts significantly increase consumer engagement and brand awareness. Platforms such as Instagram, Facebook, demonstrate superior performance in targeting younger audiences, while email marketing proves effective for professionals. Additionally, the role of influencer partnerships and data analytics in crafting consumer-centric campaigns emerges as a critical success factor.*

*Keywords: Digital Marketing, Brand Awareness, Online Consumers, Social Media Marketing, Brand Recognition, Consumer Loyalty*

## Introduction

In today's world, digital marketing has become an essential part of how businesses promote their brands. With the internet and smartphones, marketing has shifted from traditional methods to digital platforms, such as social media, email, websites, and search engines. These digital tools allow companies to directly engage with consumers and reach a much wider audience.

Brand awareness refers to how familiar consumers are with a brand and whether they can recognize or remember it. It plays a significant role in influencing consumer choices and decisions. As more people spend time online, digital marketing has become a key way for brands to increase their visibility and recognition in a competitive market.

This study looks at how digital marketing affects brand awareness among online consumers. It aims to understand which digital marketing strategies work best in making consumers more aware of a brand, and the challenges businesses face in this area. By exploring how consumers behave online, this research will help businesses understand how to improve their marketing efforts in the digital world.

## **Different Areas of Digital Marketing**

Digital marketing covers a wide range of strategies and techniques aimed at reaching and engaging with consumers online. Here are some key areas of digital marketing:

### **Social Media Marketing**

Using platforms like Facebook, Instagram, Twitter, LinkedIn to promote a brand, engage with users, and build relationships. This includes organic posts, paid ads, and influencer partnerships.

### **Search Engine Optimization (SEO)**

The process of optimizing a website or online content to rank higher in search engine results pages (SERPs), making it easier for users to find. This involves keyword research, on-page optimization, link building, and improving site speed.

### **Content Marketing**

Creating and sharing valuable, relevant content to attract and engage a target audience. This includes blog posts, videos, infographics, podcasts, and other types of content that provide value to the audience.

### **Email Marketing**

Sending targeted messages and promotional content to a group of people through email. This includes newsletters, special offers, personalized promotions, and drip campaigns aimed at building customer relationships.

### **Pay-Per-Click Advertising (PPC)**

Paid advertising where businesses pay each time a user clicks on their ad. Google Ads and social media ads are common examples, and businesses use them to drive traffic to their websites or promote products/services.

### **Affiliate Marketing**

A performance-based strategy where businesses partner with affiliates (individuals or other companies) to promote their products. Affiliates earn a commission for driving traffic or sales to the business.

### **Influencer Marketing**

Collaborating with influencers who have a large following on social media to promote a brand or product. Influencers create authentic content that resonates with their audience, helping to increase brand visibility.

### **Online Public Relations (PR)**

Managing a brand's online reputation through media coverage, blog posts, reviews, and partnerships. This also involves handling negative feedback and building positive relationships with online communities.

### **Video Marketing**

Using videos to promote products, services, or brand messages. Video marketing can be done through YouTube, social media platforms, or embedded in websites to engage audiences in a visual and interactive way.

### **Mobile Marketing**

Marketing strategies aimed at reaching users on their smartphones and mobile devices. This includes mobile apps, SMS campaigns, location-based marketing, and mobile-optimized websites.

### **Methodology**

This study falls under the category of comparative causal research. Comparative causal research focuses on identifying variables that are believed to establish a cause-and-effect relationship with the variables being examined. Observational data or comparisons of collected data are used to demonstrate the presence of a causal link. Through this research, scholars can observe outcomes and assess the contributing factors by examining the details of the causative elements.

The purpose of this study is to examine how independent variables influence brand awareness in Theni. As Theni is a rapidly refining district, particularly in terms of technology, and

hosts a market for various products from both domestic and international companies, the respondents for this study were primarily residents of Theni. These respondents are active users of social media, frequently engaging with platforms such as Facebook, Instagram, Twitter, and YouTube.

**Table 1: Socio-Economic Condition**

		<b>Respondents</b>	<b>Percentage</b>
<b>Area</b>	Theni	175	43.75
	Dindigul	75	18.75
	Maduari	150	37.50
	<b>Total</b>	<b>300</b>	<b>100</b>
<b>Gender</b>	Male	128	73.14
	Female	47	26.86
	<b>Total</b>	<b>175</b>	<b>100</b>
<b>Age</b>	18 – 25	78	44.57
	26 – 30	46	26.29
	31 – 40	29	16.57
	41 – 50	22	12.57
	<b>Total</b>	<b>175</b>	<b>100</b>
<b>Usage</b>	Less the 1 Hour	82	46.86
	1 Hour to 5 Hour	62	35.43
	Above 5 Hour	31	17.71
	<b>Total</b>	<b>175</b>	<b>100</b>
<b>Most Prefer Social media</b>	Facebook	43	24.57
	Instagram	116	66.29
	X	16	9.14
	<b>Total</b>	<b>175</b>	<b>100</b>

The survey data provides insights into respondents' demographics and social media usage. In terms of geographical distribution, the majority of respondents are from Theni (43.75%), followed by Madurai (37.50%) and Dindigul (18.75%). Gender-wise, the survey shows that males dominate the sample, constituting 73.14%, while females make up 26.86%. Regarding age distribution, the largest group of respondents is aged 18–25 years (44.57%), followed by those aged 26–30 years (26.29%). Smaller proportions are seen in the age brackets of 31–40 years (16.57%) and 41–50 years (12.57%). In terms of daily social media usage, a significant portion of respondents use social media for less than 1 hour (46.86%), while 35.43% spend 1 to 5 hours daily, and only 17.71% report using it for more than 5 hours. When it comes to platform preferences, Instagram is the most favoured social media platform, preferred by 66.29% of respondents, followed by Facebook at 24.57%. X (formerly Twitter) is the least preferred, with only 9.14% of respondents choosing it. Overall, the data highlights the dominance of Instagram among younger users with moderate daily usage habits.

## Data on Respondents Practices in Accessing Digital Media

**Table 2 Item Statistics**

	Mean	Std. Deviation	N
<b>Advertising</b>	2.13	1.092	120
<b>Brand Awareness</b>	2.03	1.126	120
<b>Content Marketing</b>	2.03	1.126	120
<b>Email Marketing</b>	2.15	1.142	120
<b>Social Media Marketing</b>	2.23	1.163	120
<b>Website</b>	2.25	1.183	120

The data shows that websites (mean 2.25) and social media marketing (mean 2.23) are the most engaged practices in digital media, while brand awareness and content marketing (mean 2.03) have the lowest engagement. Standard deviations indicate moderate variability, with websites showing the highest variation (1.183). Overall, websites and social media are key focus areas.

**Table 3 Inter-Item Correlation Matrix**

	Advertising	Brand Awareness	Content Marketing	Email Marketing	Social Media Marketing	Website
<b>Advertising</b>	<b>1.000</b>	-.010	.168	-.043	.062	.104
<b>Brand Awareness</b>	-.010	<b>1.000</b>	.139	.043	-.152	.077
<b>Content Marketing</b>	.168	.139	<b>1.000</b>	.193	.053	-.112
<b>Email Marketing</b>	-.043	.043	.193	<b>1.000</b>	.082	-.059
<b>Social Media Marketing</b>	.062	-.152	.053	.082	<b>1.000</b>	-.011
<b>Website</b>	.104	.077	-.112	-.059	-.011	<b>1.000</b>

**Table 4 Item-Total Statistics**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
<b>Advertising</b>	10.68	7.230	.121	.053	.110
<b>Brand Awareness</b>	10.78	7.617	.040	.055	.180
<b>Content Marketing</b>	10.78	6.759	.188	.105	.045



<b>Email Marketing</b>	10.66	7.269	.090	.050	.136
<b>Social Media Marketing</b>	10.58	7.690	.014	.037	.204
<b>Website</b>	10.56	7.744	-.002	.039	.219

**Table 5 ANOVA with Friedman's Test**

		<b>Sum of Squares</b>	<b>df</b>	<b>Mean Square</b>	<b>Friedman's Chi-Square</b>	<b>Sig</b>
<b>Between People</b>		181.099	119	1.522		
<b>Within People</b>	<b>Between Items</b>	5.490 <sup>a</sup>	5	1.098	4.387	.495
	<b>Residual</b>	745.343	595	1.253		
	<b>Total</b>	750.833	600	1.251		
<b>Total</b>		931.932	719	1.296		
Grand Mean = 2.13						
a. Kendall's coefficient of concordance W = .006						

The tables provided contain valuable statistical insights into marketing metrics, highlighting the relationships and effectiveness of various strategies. Table 3, the inter-item correlation matrix, shows that the correlations between strategies like advertising, brand awareness, content marketing, email marketing, social media marketing, and website are generally low, indicating weak relationships between them. For instance, the correlation between advertising and social media marketing is only 0.062, suggesting these strategies work independently rather than synergistically.

Table 4, the item-total statistics, reveals how each strategy impacts the overall reliability of the scale. The Cronbach's Alpha values, such as 0.045 for content marketing and 0.052 for email marketing, demonstrate that each strategy significantly contributes to the scale's internal consistency.

Finally, Table 5, the ANOVA with Friedman's test, evaluates the effectiveness of these strategies. With a total sample size of 300 and a grand mean of 4.32, the results show no statistically significant differences among the strategies, as indicated by a p-value of 0.495. Kendall's coefficient of concordance ( $W = 0.006$ ) suggests low agreement among rates.

## Conclusion

In conclusion, digital marketing through social media has proven to be a powerful tool in enhancing brand awareness among online consumers. The ability of social media platforms to provide targeted advertising, real-time engagement, and personalized content has significantly amplified the visibility of brands. By leveraging platforms such as Facebook, Instagram, Twitter, and, businesses can reach a vast audience, build relationships, and create strong brand identities.

As online consumers increasingly rely on digital channels for information and purchasing decisions, social media marketing provides an effective avenue to engage with potential customers in meaningful ways. Brands that effectively utilize social media not only increase their reach but also foster consumer loyalty and trust.

The impact of digital marketing on brand awareness is undeniable, with social media playing a central role in shaping consumer perceptions, driving engagement, and influencing purchasing behaviour. However, businesses must continuously adapt to evolving trends, technologies, and consumer preferences to maintain their relevance and maximize the potential of social media in building lasting brand awareness.

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# Emotional Intelligence: Exploring Its Impact on Personal and Professional

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## Abstract

*Personal well-being and interpersonal interactions are significantly influenced by emotional intelligence (EI), which is the capacity to identify, comprehend, and control emotions. This essay explores the idea of emotional intelligence (EI), as well as its theoretical underpinnings, assessment instruments, and uses in both personal and professional settings. The study also examines future research topics, talks about the difficulties in building EI, and emphasises the advantages of having a high EI.*

*Keywords: Emotional Intelligence, Work life, Self Awareness, Self Management, Social Awareness*

## Introduction

Since psychologists Peter Salovey and John Mayer first proposed the idea of emotional intelligence in 1990 and Daniel Goleman popularised it, it has attracted a lot of attention. Emotional intelligence (EI) highlights the importance of emotions in decision-making, problem-solving, and relationship management, in contrast to cognitive intelligence, which is more concerned with intellectual capacities. The purpose of this essay is to examine the meaning, conceptualisations, and applications of emotional intelligence. Over the past few decades, the complex idea of emotional intelligence (EI) has drawn a lot of interest from both academic and professional communities. Emotional intelligence, which is defined as the capacity to identify, comprehend, control, and affect emotions in both oneself and others, is essential in many facets of life, such as interpersonal interactions, professional dynamics, and effective leadership. The definition of emotional intelligence, its constituent parts, its significance in various domains, and methods for improving EI are all intended to be covered in this essay.

## Review of Literature

(Khalili, n.d.)The conceptualisations and empirical data supporting emotional intelligence (EI) and its purported function in the workplace are critically reviewed in this research. Job performance,

job satisfaction, and the alleged status of EI in occupational and career assessment (with a focus on personnel selection and placement) are all taken into consideration. All things considered, this study shows that recent studies have advanced our knowledge of the value of emotional intelligence in the workplace. However, the literature over-relies on expert opinion, anecdotes, case studies, and unpublished proprietary surveys, with a high ratio of hyperbole to real facts. Several useful recommendations for the creation and application of EI assessments in work environments are included in the review's conclusion.

(Zeidner et al., 2004)The purpose of the present study is to explore the relationship between emotional intelligence and sources of occupational stress and outcomes on a sample of professionals in mental health institutions. A total of 212 participants were administered the Emotional Intelligence Questionnaire as well as the Organizational Stress Screening Tool (ASSET), a new organizational screening tool, which measures workplace stress. The results were in the expected direction showing a negative correlation between emotional intelligence and stress at work, indicating that high scorers in overall EI suffered less stress related to occupational environment. A positive correlation was also found between emotional intelligence and organizational commitment, which according to the ASSET model is considered as a consequence of stress, suggesting a new role for EI as a determinant of employee loyalty to organizations. Finally, the relationship between EI, job stress, and various demographic variables such as gender, age, and education was investigated and results are discussed in the light of the organizational framework.

(Nikolaou & Tsaousis, 2002)Psychological wellbeing appears to have a significant influence on how managers and employees interact in the workplace, and emotional intelligence is a crucial component that determines success in life. The purpose of this study is to determine how well managers and staff perform in Iran's educational administrations. Specifically, the study aims to determine how managers' and staff members' emotional intelligence relates to their level of performance at work. The impact of emotional intelligence on manager-employee performance in organisational contexts has not received much attention in study to far. The study's data (N=155) came from questionnaires given to managers and staff members of Iran's educational authorities. This study builds on the premise of emotional intelligence by examining how managers and employees that possess emotional intelligence are impacted by performance. The relationship between emotional intelligence and performance in Iranian organisations continues to be a significant concern for managers and workers worldwide in the global and complex world of today. The success of today's competitive organisations is significantly

influenced by emotional intelligence, which is a critical component of organisational growth and performance. The study's conclusions show that managers' and staff members' performance levels in Iran's educational administrations are positively impacted by emotional intelligence.

### **Objectives of the Study**

- ❖ To know about Applications and Importance of Emotional Intelligence
- ❖ To know the methods of Measuring Emotional Intelligence.
- ❖ To Identify the Components in Emotional Intelligence
- ❖ To Identify the challenges in developing Emotional Intelligence
- ❖ To find out Strategies for Enhancing Emotional Intelligence

### **Theoretical Frameworks of Emotional Intelligence**

#### **Ability Model**

According to this paradigm, which was put forth by Salovey and Mayer, emotional intelligence (EI) is a collection of cognitive skills that enable, perceive, comprehend, and regulate emotions.

#### **Mixed Model**

Emotional competences including self-awareness, self-regulation, motivation, empathy, and social skills are all integrated into Goleman's mixed model.

#### **Trait Model**

According to this concept, which was created by Petrides, emotional intelligence (EI) is a set of emotional self-perceptions and dispositions that are assessed using self-report questionnaires.

### **Measurement of Emotional Intelligence**

#### **1. Emotional Intelligence Tests**

Emotional intelligence is assessed as a cognitive skill using the Mayer-Salovey-Caruso Emotional Intelligence Test (MSCEIT). The Emotional Competence Inventory (ECI) uses Goleman's concept to measure competencies.

#### **2. Self Report Tools**

The trait Emotional Intelligence Questionnaire (TEIQue) assesses self-perceived emotional traits. Emotional Quotient Inventory (EQ-i) evaluates emotional and social functioning.

## Application of Emotional Intelligence

### Personal Development

- Better self-awareness, stress reduction, and emotional resilience are all facilitated by emotional intelligence (EI).
- Higher EI is linked to improved life satisfaction and mental health.

### Professional Success

- High EI leaders create confidence, encourage colleagues, and skilfully handle obstacles at work.
- Collaboration, conflict resolution, and organisational effectiveness are all improved by EI.

### Educational Contexts

Students who get emotional intelligence (EI) instruction in schools develop social skills, empathy, and emotional control.

## Importance of Emotional Intelligence

### 1. In personal Relationship

Building wholesome interpersonal relationships requires emotional intelligence. People with high EI are better at communicating, handling disagreements amicably, and forming closer bonds with others. They are more able to sympathise with friends and family, which results in greater comprehension and assistance during trying situations.

### 2. In Workplace

Emotional intelligence has a major role in team dynamics and organisational effectiveness in professional contexts. High EI workers are typically more cooperative, flexible, and resilient in stressful situations. They can better manage stressors at work and make a constructive contribution to a positive work atmosphere. According to research, companies that place a high priority on emotional intelligence training report increases in worker engagement, job happiness, and general productivity.

### 3. In Leadership

Emotional intelligence is intimately related to effective leadership. By comprehending their needs and motivations, leaders with high EI may motivate and inspire their people. They are skilled at giving their troops constructive criticism while preserving team spirit. Furthermore, because they can

maintain composure under duress, emotionally intelligent leaders are more adept at handling change and resolving crises.

### Strategies for Enhancing Emotional Intelligence

**Increasing Self-Awareness:** Journaling and mindfulness meditation are two reflecting techniques that can assist people in being more conscious of their feelings.

**Self-regulation exercises:** Cognitive restructuring and deep breathing are two methods that help people control their impulsive responses.

**Improving Empathy:** You can increase your empathetic understanding by actively listening throughout talks and asking for input from others.

**Developing Social Skills:** Engaging in team-building exercises or group activities helps improve the interpersonal skills required for efficient communication.

**Seeking Feedback:** Asking peers for helpful criticism on a regular basis might reveal information about one's emotional reactions and social relationships.

### Components of Emotional Intelligence

Daniel Goleman, who popularised the idea in his book "Emotional Intelligence: Why It Can Matter More Than IQ," claims that there are five essential elements that make up EI:

**Self-awareness:** The capacity to identify and comprehend one's own feelings, motivations, values, and strengths and flaws.

**Self-regulation:** The capacity to control or refocus erratic feelings and impulses as well as adjust to shifting conditions.

**Motivation:** An enthusiasm for one's work that transcends wealth and prestige; a tendency to work hard and persistently towards objectives.



**Empathy** is the capacity to comprehend the emotional composition of others and to treat them in a way that takes into account their emotional responses.

**Social skills:** The capacity to establish rapport and discover common ground; the ability to manage relationships and create networks.

### Challenges in Developing Emotional Intelligence

Emotional intelligence (EI) development is a complex process that requires overcoming a number of important obstacles. These difficulties fall into four primary categories: relationship management, social awareness, self-management, and self-awareness. People must successfully overcome the particular challenges in each of these areas in order to improve their emotional intelligence.

**1. Self Awareness :** Emotional intelligence is based on self-awareness. It entails identifying and comprehending one's own feelings as well as how they affect attitudes and actions. The problem here is that a lot of individuals find it hard to be honest with themselves about how they feel. People frequently avoid dealing with negative emotions or may not completely comprehend how these feelings affect their behaviour. Personal development and the capacity to react correctly in a variety of circumstances may be hampered by this ambiguity. Reflective activities like journaling or mindfulness meditation are necessary for people to become more self-aware. These exercises promote self-reflection and assist people in recognising trends in their emotional reactions. However, because it necessitates confronting one's own potentially terrible realities, this approach can be distressing.

**2. Self Management :** Self-management, or productively controlling one's emotions and behaviours, is the next obstacle that people face after they reach a certain level of self-awareness. Strong emotions can cause impulsive reactions or counterproductive behaviours in stressful situations, making this component of emotional intelligence especially difficult. For instance, a person may become so frustrated at work that they react angrily rather than coming up with a positive solution.

**3. Social Awareness :** Social awareness involves understanding the emotions of others and responding appropriately to their feelings. One major challenge in this area is accurately reading non-verbal cues or subtle emotional signals from others, especially if they are not openly expressing their feelings. Misinterpretation can lead to misunderstandings or conflicts.

**4. Relationship Management:** Relationship management, or the capacity to establish and preserve wholesome relationships by skillful communication and conflict resolution, is the last difficulty. Vulnerability, trust-building, and even challenging discussions about emotions or arguments are all necessary for developing healthy partnerships. People may find it difficult to resolve conflicts because they lack communication skills or are afraid of conflict. Developing boldness and remaining receptive to input from others regarding interpersonal dynamics are crucial for overcoming this obstacle.

## Conclusion

Success and well-being in both the personal and professional spheres are significantly influenced by emotional intelligence. People can forge closer bonds with one another, overcome obstacles, and accomplish their objectives by comprehending and improving their emotional intelligence. Even if there are still difficulties in assessing and fostering EI, its increasing significance highlights the need for more study and useful solutions. To sum up, emotional intelligence (EI) is an essential factor that has a big impact on both professional and personal growth. It includes being sensitive to other people's feelings as well as having the capacity to identify, comprehend, and control one's own emotions. This diverse skill set promotes a cooperative and effective work environment in addition to improving interpersonal interactions.

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# Evaluating the Role of Performance Appraisal Systems as a Strategic HRM Practice in Enhancing Organizational Effectiveness: A Study of IT Companies in Chennai

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## Abstract

*This study aims to explore the relationship between the Performance Appraisal System and Strategic Human Resource Management (SHRM) practices within IT companies. It focuses on understanding how key HR practices, including Recruitment and Selection and Training and Development, influence the implementation of SHRM strategies and contribute to overall organizational performance. The research recognizes the growing importance of aligning HR practices with organizational objectives to gain a competitive advantage, especially in the rapidly evolving IT sector. The study employs a comprehensive analysis of how these HR practices are applied within IT companies, particularly examining their integration with performance management systems. It hypothesizes that a well-structured Performance Appraisal System, which evaluates employees' job performance systematically, plays a vital role in supporting SHRM by aligning individual performance with organizational goals. The study finds that there is a strong positive relationship between Performance Appraisal Systems and SHRM practices, indicating that organizations that strategically manage their HR processes are more likely to experience enhanced employee performance and organizational success. Further, the research delves into the individual HR practices that contribute to SHRM effectiveness. Recruitment and Selection processes are shown to be aligned with organizational goals, ensuring that employees with the necessary skills and competencies are recruited to meet the organization's future needs. Similarly, Training and Development programs are found to be crucial in equipping employees with the skills and knowledge required to contribute meaningfully to the organization's success.*

**Keywords:** Strategic HRM Practices, Performance Appraisal System, IT Companies

## Introduction

Strategic Human Resource Management (SHRM) refers to a set of managerial activities and goals aimed at developing and maintaining a workforce that provides a competitive advantage. HR managers today are increasingly adopting a strategic perspective, recognizing the connection between organizational goals and HR strategies. In a highly competitive environment, organizations must ensure consistent peak performance from their employees to effectively compete and survive in the marketplace (Prasad, 2005).

Performance appraisal, also known as merit rating, is one of the oldest and most widely used management practices (Tripathi, 2005). It involves the systematic and periodic assessment of employee performance, aimed at both employee and organizational development. Key factors considered in performance appraisal include job knowledge, quality and quantity of output, initiative, commitment, cooperation, and learning ability.

Beach (1980) defines performance appraisal as a systematic evaluation of an individual's job performance and potential for development. The process begins with a performance evaluation, where an employee's actual performance is compared with established standards. Based on this evaluation, employees may receive performance appraisals for excellent performance or corrective measures to improve performance.

## Review of Literature

Some of the studies were presented here to strengthen that performance appraisal system is a key factor of the Strategic Human Resource Management practices. The principles behind performance management are (a) career management and (b) better performance. The line managers should recognize that performance management is a useful contribution to their team management and not an ordeal. Performance management is an ongoing and continuous process of communicating and clarifying job responsibilities, priorities, and performance expectations to ensure an understanding between supervisor and employee.

**La Hatani, Sri Wiyati Mahrani (2013)** explored and to test the influence of implementation of Total Quality Management which includes the performance appraisal system and Strategic Human Resource Management practices which serves as the mediation of TQM practices to attain the competitive advantage.

**Leap-Han Loo, Loo-see Beh, 2013**, analyzed to identified performance appraisal system is one of the best predictors of firm performance prevailing in the organization. **Antonio Argon Sanchez, et.al. (2015)** in their empirical study, they proposed and tested an integrative model which examined Strategic Human Resource practices as a catalytic mechanism influencing the effectiveness of knowledge management. The Comprehensive Performance Appraisal system has the mediating role of HRM and to align HR practices with the organizational strategies.

**Awolusi Olawumi Dele, et.al. (2015)** this research is to investigate the effectiveness of Strategic HRM Practices on organizational climate. The result of the study has shown performance appraisal systems is one of the key Strategic HRM practices which influences organizational climate in the Nigerian Banking Industry.

**Mine Afacan Findikh, et.al. (2015)** this study made an effort to test the effectiveness of Strategic Human Resource Management practices over organizational innovation and knowledge management capacity of firms. Their data analysis showed performance appraisal is one of the most important predictors of organizational innovation and firm performance. Performance appraisal makes the employees motivated towards the best performance. It helps the employees to think for the betterment of the organization. It is one of the systematic approaches to identify the strengths and weaknesses of an employee in terms of the job.

**Badar Yousef Obeidat, Ra'ed (Moh'd Taisir) Masa's and Ayman Bahjat Abdallah, 2014**, this study concentrates on human resource management practices and organizational commitment. HRM practices include recruitment methods, training and development, performance appraisal and reward systems. The HRM practices have the greatest influence on organizational commitment.

**Snell and Bohlander defines (2007)** performance appraisal as a process, typically performed/delivered by a supervisor to a subordinate, designed to help employees understand their roles, objectives, expectations and performance success. Further, he explains performance management is the process of creating a work environment in which people can perform to the best of their abilities.

**N.Ramkumar, Dr.R.Krishnaveni, 2003**, analyzed various Human Resource Development Practices are prevailing in the organization. The results show that two HRD mechanisms viz., role analysis and potential appraisal were the associated factors of organizational commitment. Most organizations prefer to call their systems as a performance management system rather than performance appraisal systems. This is most welcome change of the last fifteen years (**Pareek and Rao, 2006**).

**David K. Banner, James M. Graber, (1985)** states that to help performance appraisal reach its fullest potential, management development professionals need to be political strategists, appraisal system experts, trainers, salespeople and catalysts, in combination.

Performance appraisal is variously named as a performance review, performance evaluation, career development discussion, or employee appraisal. It is a method by which the job performance of an employee is documented and evaluated. It is a systematic and periodic process that assesses an individual employee's job performance and productivity in relation to certain pre-established criteria and organizational objectives. The Performance appraisal is the process of measuring quantitatively and qualitatively an employee's past or present performance against the background of his expected role performance, the background of his work environment, and about his future potential for an organization.

## Objectives

1. To study the factors of Strategic HRM Practices in IT Companies.
2. To find out the relationship between Strategic HRM Practices and Performance Appraisal System in the study area.

## Hypothesis

There is no relationship between Strategic HRM Practices and Performance Appraisal System.

## Methodology

The Present study is based on both analytical and descriptive type of Methodology. The research mainly leads upon the Primary Data. The primary data is collected from the employees of

Top 10 IT Companies. The researcher collected 186 responses from all the top 10 companies using a purposive sampling method in Chennai and 25 samples were collected for pilot study.

In this research, a total of 200 questionnaires were distributed to the target population. Of these, 186 valid responses were collected, representing the sample size for analysis. This response rate of 93% ensures the findings are robust and reflective of the study's population. The responses are collected through a well structured questionnaire which consists of demographic profiles, organizational profile and employee perception towards Strategic HRM practices and Performance Appraisal system. The questionnaire consists of both optional types as well as statements in Likert 5 point scale.

## Analysis and Discussions

### Influence of Performance Appraisal Variables on SHRM

The influence of twenty independent variables of performance management in the dependent factor, namely SHRM is measured in the following model summary table

**Table 1**  
**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.690 <sup>a</sup>	.476	.449	.30965

a. Predictors: (Constant), training institute, employee recruitment policy, intellectual skills, HC statistics, entrepreneurial spirit, leadership practices, number employees, employee benefit, employee incentive program, educational qualification, job rotation, employee safety, health, employee compensation, training education, employee value, employee turnover, career opportunity, training participation, skills competencies, community activities

From the above table, it is found that R-value = 0.690, R-Square = .476, adjusted R-square is 0.449 are statistically significant and the independent variables are 47.6% variance over the strategic management practices. This leads to the further verification of the regression fit of unique dependent and multiple independent variables.

**Table 2**  
**ANOVA<sup>b</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	34.011	20	1.701	17.735	.000 <sup>a</sup>
	Residual	37.395	390	.096		
	Total	71.406	410			



- a. Predictors: (Constant), training institute, employee recruitment policy, intellectual skills, HC statistics, entrepreneurial spirit, leadership practices, number employees, employee benefit, employee incentive program, educational qualification, job rotation, employee safety and health, employee compensation, training education, employee value, employee turnover, career opportunity, training participation, skills competencies, community activities
- b. Dependent Variable. SHRM

From the above table it is found that the F-value 17.735, P-value = 0.000 are statistically significant at the 5 percent level. This implies the regression fit is significant and the independent variables appropriately explain the dependent factor strategic management practices. The individual influence of all the twenty independent variables of performance management practices as independent variables is presented in the following co-efficient table

**Table 3**  
**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.565	.247		14.427	.000
	Employee benefit	-.227	.039	-.475	-5.866	.000
	Entrepreneurial spirit	.056	.050	.105	1.119	.264
	Job rotation	.056	.046	.117	1.212	.226
	Training participation	-.223	.061	-.459	-3.652	.000
	Training education	.197	.060	.385	3.277	.001
	Skills competencies	.050	.075	.117	.668	.505
	Intellectual skills	-.033	.039	-.060	-.867	.387
	HC statistics	-.433	.053	-.675	-8.158	.000
	Leadership practices	-.162	.035	-.362	-4.628	.000
	Educational qualification	-.039	.041	-.086	-.950	.343
	Employee turnover	.167	.045	.429	3.704	.000
	Number employees	-.348	.053	-.772	-6.507	.000
	Employee value	.099	.062	.251	1.596	.111
	Employee recruitment policy	-.298	.048	-.564	-6.170	.000
	Employee compensation	.083	.039	.190	2.108	.036

Employee incentives program	.100	.031	.269	3.182	.002
Employee safety health	.027	.053	.053	.507	.613
Career opportunity	.114	.057	.240	2.009	.045
Community activities	.287	.080	.670	3.577	.000
Training institute	-.081	.061	-.147	-1.323	.187

a. Dependent Variable:SHRM

From the above table it is found that employee benefits ( $t=-5.866$ ,  $p=0.000$ ), training participation ( $t=-3.652$ ,  $p=0.000$ ), training education ( $t= 3.277$ ,  $p=0.001$ ), HC statistics ( $t=-8.158$ ,  $p=0.000$ ), leadership practice ( $t=-4.628$ ,  $p=0.000$ ), employee turnover ( $t=3.704$ ,  $p=0.000$ ), number employees ( $t=-6.507$ ,  $p=0.000$ ), employee recruitment policy ( $t=-6.170$ ,  $p=0.000$ ), employee compensation ( $t=2.108$ ,  $p=0.036$ ), employee incentive programme( $t=3.182$ ,  $p=0.002$ ), career opportunity ( $t=2.009$ ,  $p=0.045$ ), community activities ( $t=3.577$ ,  $p=0.000$ ) are statistically significant to explain the strategic human resource management practices. This shows that strategic human resource management practices in the organizations help them to acquire maximum employee efficiency to increase their service quality. These practices enhance intensified training, leadership qualities and career opportunities for the personal development of the employees as well as the organizational development of IT companies. This proves that performance management is one of the elements SHRM.

## Findings and Conclusion

This research explored the application of Strategic Human Resource Management (SHRM) practices in IT companies, specifically focusing on the combination of Recruitment and Selection, Training and Development, and Performance Appraisal Systems. The study aimed to assess the relationship between these SHRM practices and organizational outcomes such as employee performance and satisfaction.

The hypothesis tested in this study was rejected at the 5% significance level, leading to the conclusion that there is a strong and significant relationship between Strategic HRM practices and the Performance Appraisal System in IT companies. This suggests that organizations that strategically manage HR practices, such as carefully selecting and recruiting the right talent, providing continuous training and development, and using structured performance appraisals, are more likely to achieve improved employee performance and organizational success.

Additionally, the study found that employees with greater experience tended to perceive the organization's use of Strategic HRM practices more positively. These employees believed that their organizations implemented SHRM effectively to maximize employee knowledge and skill development, which in turn contributed to higher job satisfaction and career growth opportunities. Experienced employees also noted that the strategic approach to HRM played a key role in their professional development, helping them achieve career elevation within the company.

The research highlights that the combination of well-structured HR practices, including recruitment, training, and performance evaluation, is crucial for enhancing employee satisfaction and promoting career advancement in IT companies. It emphasizes the importance of aligning HRM strategies with organizational goals to extract the maximum potential from employees while fostering an environment of continuous improvement and career growth.

### Scope for Future Study

- **Cross-Industry Analysis:** Investigate the applicability of SHRM practices across different industries beyond IT to identify industry-specific adaptations.
- **Impact of Technology:** Explore how emerging technologies like AI and data analytics can enhance SHRM practices, particularly in recruitment and performance appraisals.
- **Remote Work Adaptation:** Study the effectiveness of SHRM practices in remote and hybrid work environments, focusing on employee engagement and performance evaluation.
- **Employee Well-being:** Examine the relationship between SHRM practices and employee mental health, well-being, and work-life balance.
- **Cultural Perspectives:** Assess how SHRM strategies perform in diverse cultural or multinational contexts, addressing global workforce challenges.

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# An Analysis of the Challenges Impeding the Growth of Youth Entrepreneurial Ventures in Kano Metropolis

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## Abstract

*This conceptual paper explores the challenges impeding the growth of youth entrepreneurial ventures in Kano Metropolis, Nigeria. Despite the growing importance of entrepreneurship for economic development, youth-led businesses face several constraints that hinder their growth and sustainability. The research objectives are to determine barriers to the implementation of the strategy, including financial constraints, infrastructure, socio-cultural issues, and policies. The research methodology is therefore qualitative and uses secondary data sources which include literature, journals, books, reports, and other related materials. Major findings show that lack of capital, inadequate physical facilities, and cultural beliefs are the major challenges affecting youth entrepreneurship. Also, the study reveals that poor mentorship and little or no access to business skills training are some of the reasons why most youth ventures fail. The study suggests increasing young people's financial inclusion, refining government measures, promoting role-modeling, and providing improved facilities and business literacy for young people. The study, therefore, suggests that fostering strategies to solve these challenges could form a conducive youth entrepreneurship environment in Kano. Limitations of the study include its reliance on secondary data, which may not fully capture the current realities of youth entrepreneurship in the region*

*Keywords: Youth Entrepreneurship, Kano Metropolis, Challenges, Financial Access, Infrastructure.*

## Introduction to the Study

Youth entrepreneurship is a significant factor in economic growth, innovation, and social transformation, especially in developing nations where youth unemployment is still a major issue. Encouraging youth to adopt an entrepreneurial culture is considered a way of creating employment, reducing poverty, and spurring economic diversification. But as it will be seen, many challenges limit the development and sustainability of youth entrepreneurship, especially in Kano Metropolis. International research has shown that youth entrepreneurship is well developed with success stories emanating from countries such as; the United States, China, and India due to policies, capital, and

support systems. On the other hand, youth entrepreneurs in developing countries have some challenges that include; access to finance, business skills, and infrastructure (Sundararajan, S., & Mohammed, A., 2022). These challenges are compounded by social and cultural factors, which the UNDP (2020) notes include stigmatization of failure and lack of role models.

Youth entrepreneurship is imperative in Nigeria because unemployment and the development of youth entrepreneurship are still low. Research indicates that few Nigerian youths move from education to entrepreneurship (Omeje, A. N., et al., 2020). In Kano Metropolis one of the most commercial centers in Northern Nigeria, structural factors including lack of funding, training, and infrastructure are some of the barriers to youth engagement in ventures (Muhammed, A., et al., 2022). Cultural and social factors also make these challenges worse, as family and society doubt business initiatives. Youth entrepreneurship studies have shifted from the examination of macro-level factors to micro-level factors such as personal and socio-cultural factors (Lawal, T. O., et al., 2023). According to the Theory of Planned Behavior (TPB), the components of attitude, perceived behavioral control, and subjective norms influence the intentions of entrepreneurs (Ahmed, T., et al., 2025). The prior studies conducted in Nigeria have primarily focused on national-level difficulties, and there are still some research gaps in identifying the regional-level difficulties (Duan, C., 2023).

This research seeks to fill these gaps by establishing the problems that affect youth entrepreneurship in Kano Metropolis with reference to social, economic, and cultural factors. These barriers therefore need to be addressed in order to come up with appropriate interventions and policies that will support youth-led businesses. The study relates TPB and RBV theories to analyze the factors influencing attitudes, resources, and constraints to entrepreneurship. The information that will be obtained from this study will be useful for policy advice, youth entrepreneurship mentoring, and funding sources in Kano. Therefore, by providing local knowledge to this study, the goal is to enhance the entrepreneurial ecosystem in Kano, and consequently advance economic and social progress in the area and other related areas.

### **Problem Statement**

These challenges affect youth entrepreneurial ventures in Kano Metropolis in such a way that they cannot grow and contribute to the overall socio-economic development. As much as youth entrepreneurship can help in reducing unemployment and poverty levels in the region, challenges including inadequate finance, lack of adequate business skills, poor infrastructure, and socio-cultural

factors are still major setbacks to the region and are compounded by the regional factors. Availability of funds is another challenge, because banks treat youths as high risk due to their inability to provide collateral, thus depending on informal and unsuitable forms of funding (Chebet, A., 2016). Further, a lack of access to and training in entrepreneurial education and skills renders most youths unfit to coordinate business activities, market products or even penetrate broader markets (Kumar, M. A., et al., 2024).

Herd mentality in the Kano region is inclined towards employment security as opposed to self-employment, hence lack of resilience and high tendency of failure stigma among the youths discourages them from venturing into businesses. These challenges are compounded by poor infrastructure such as unstable power supply and limited access to the Internet that constrains business activities and expansion (Salite, D., et al., 2021). Lack of role models and organizational support structures robs the young people of the much-needed direction and information on business and thus high business failure rates and discouragement of the spirit of entrepreneurship among the youths (Mohammed, A., & Sundararajan, S., 2023). To fill these gaps, this study seeks to examine the challenges that youth entrepreneurs encounter in Kano State to offer policy recommendations pertinent to youth entrepreneurship. Solving these issues can help to reveal the possibilities of youth entrepreneurship as a tool of economic growth and social change in the region.

### **Significance of the Study**

This research work is both theoretical and practical because it reveals the factors that militate against youth enterprise in Kano Metropolis, an important economic region in Nigeria. Although entrepreneurship is essential for combating youth unemployment, limitations unique to regions are not well discussed in the literature. In light of the above, this research fills a significant gap in the existing literature by providing a detailed understanding of Kano's socio-economic and cultural environment for youth entrepreneurship. From an academic perspective, the paper contributes to the existing literature on youth entrepreneurship by providing region-specific barriers that are not captured in country-level studies. It provides a multidimensional perspective of the factors that affect the growth of entrepreneurship in Kano and enriches the theoretical and applied literature.

In a practical sense, the findings will help policymakers, development organizations, and stakeholders to understand the challenges that youth entrepreneurs experience in their entrepreneurial journeys to enable them to develop interventions that will address them. Some of these may include;



increasing access to funding, increasing business skills development, increasing physical infrastructure and improving mentorship. Measures that would lead to such a situation would foster the development of youth-led businesses and innovation, thereby spurring economic growth and reducing poverty in Kano and other comparable regions. In other words, this study provides practical recommendations to improve the entrepreneurial environment and therefore serves the larger agenda of promoting youth entrepreneurship for the socio-economic development of Nigeria.

### **Research Objectives**

1. To identify the key challenges hindering the growth of youth entrepreneurial ventures in Kano Metropolis.
2. To examine the relationship between access to finance and the growth of youth entrepreneurial ventures in Kano Metropolis.
3. To assess the impact of socio-cultural factors on the entrepreneurial intentions and growth of youth ventures in Kano Metropolis.
4. To evaluate the role of infrastructure and business skills development in the sustainability of youth-led entrepreneurial ventures in Kano Metropolis.

### **Research Questions**

1. What are the key challenges hindering the growth of youth entrepreneurial ventures in Kano Metropolis?
2. How does access to finance influence the growth of youth entrepreneurial ventures in Kano Metropolis?
3. What socio-cultural factors affect the entrepreneurial intentions and growth of youth ventures in Kano Metropolis?
4. What is the role of infrastructure and business skills development in the sustainability of youth-led entrepreneurial ventures in Kano Metropolis?

### **Literature Review**

The literature review presents a synthesis of the available literature and theories concerning the factors that limit the development of youth entrepreneurship ventures in Kano Metropolis. The review also considers the independent variables (IVs) that affect the entrepreneurial ventures, and the dependent variable (DV), which is the growth of the ventures. The IVs discussed in this study are; finance, socio-cultural, infrastructure, and business skills. The number of youth entrepreneurial



enterprises is the single, dependent variable (DV) consisting of financial performance, venture viability, and growth.

## **Conceptual Framework**

The following are the conceptual framework of this study; It relates to the factors that affect youth entrepreneurship in Kano Metropolis. The independent variables (IVs) that are related to the dependent variable (DV) – growth of youth entrepreneurial ventures – include; financing, socio-cultural factors, infrastructure, and business skills development.

## **Independent Variables (IVs)**

### **1. Access to Finance**

Another efficiency driver is the availability of funds, the possibility to find funds for business operations. They are loans, grants, equity investments, and personal savings. Igwe, P. A., et al., (2018) have also revealed that the major challenges faced by the SMEs in sub-Saharan Africa, including Nigeria are; the access to finance. Challenges that youth entrepreneurs encounter in Kano include a lack of collateral and financial institutions considering them as high-risk takers (Imran Nkun, U., 2020). Most use non-institutional funds such as family and neighborly savings which are less formal, less secure, and cannot be easily expanded (Mohammed, A., & Sundararajan, S., 2023). These are factors that negatively affect business development and growth in the country.

### **2. Socio-Cultural Factors**

Culture, norms, roles, family, and reference groups in any society influence entrepreneurship. In Kano, traditional values are still dominant in that they prefer stable employment rather than engaging in business activities, therefore young people are not encouraged to engage in business (Akinboyo, O. L., 2020). Risk-taking is discouraged by stigma related to business failure (Singh, S., et al., 2015). Financial and emotional support are found on social networks, but Kano lacks effective entrepreneurial training, which raises the rate of business failure (Amaka Cordelia, E., 2018). The development of the region's entrepreneurship requires a favorable socio-cultural setting.

### **3. Infrastructure**

Electricity, transport, and communication systems are some of the most important structures that are required for business. The challenges are an unreliable electricity supply, bad roads, and poor technology in Kano. There are problems with constant power shortages that affect production and such

industries as manufacturing and technology, and transportation issues that increase expenses and reduce market access. Solving these problems is important for increasing the efficiency and competitiveness of entrepreneurs.

#### **4. Business Skills Development**

Management training entails learning business skills including financial skills, marketing skills, and strategic management skills. The current generation of youths in Kano has limited exposure to actual, functional business training (Abdu Danjuma, Y., 2017). This skill deficiency affects decision-making, cash flow, and customer management, raising the probability of business failure. Developing these skills is imperative for the growth and sustainability of youth-led initiatives.

### **Dependent Variable (DV)**

#### **1. Growth of Youth Entrepreneurial Ventures**

##### **Definition and Importance**

The concept of youth entrepreneurial ventures' growth is defined as the capacity of young entrepreneurs to scale up, generate higher revenues, and become less vulnerable to business failure in the long run. In this context, growth is defined with the help of some indicators, including the growth of revenues, expansion of the market share, and the possibility of attracting more employees. The potential of growing youth entrepreneurial ventures can be measured by financial performance, market coverage, and organizational growth. It is common for successful businesses to record higher revenues and profits, new product offerings, new customers, or new geographic markets.

##### **Factors Influencing Growth**

The ability of youths to form ventures depends on several factors such as access to capital, skills, structures, and favorable sociocultural endowment. As described in the previous sections, these factors are surrounded by challenges that slow down the development of youth-led businesses in the Kano Metropolis.

##### **Impact on Economic Development**

Young people can be relied upon to play a very key role in the economy through employment generation, productivity, and innovation. Youth entrepreneurs as they advance their businesses provide for local markets by offering new products and services, competition, and employment for other

youths. Hence, this study advocates for the promotion of youth entrepreneurship for the growth of Kano Metropolis and other related areas.

The conceptual framework for this study outlines factors that affect the growth of youth entrepreneurial ventures in Kano Metropolis. These include; financing, social and cultural environment, physical facilities, and business skills. All of these variables play a significant role in influencing the success and growth of youths in their entrepreneurial activities. If these challenges are addressed, policymakers and stakeholders will be in a better position to create a conducive environment for youth entrepreneurship that will help to achieve the general aim of economic development in Kano and Nigeria.

### **Theoretical Framework**

The Theory of Planned Behavior (TPB), developed by Icek Ajzen in 1991, is a widely used framework in entrepreneurship and behavioral studies, suggesting that an individual's intention to engage in a behavior is influenced by three factors: intention, perceived control, and perceived social norm. Relative to the sociocultural factors; access to finance; and business skills development; TPB is especially useful for providing insights into the intentions and behaviors of young entrepreneurs in Kano Metropolis. It describes how the perception towards entrepreneurship, perceived cultural norms, and perceived behavioral control including finance and structures influence intentions to engage in entrepreneurship and the subsequent growth of the venture. Perceived business propitiousness, which is likely to be affected by access to finance and business skills, affects the probability of becoming an entrepreneur. Also, the Kano family and societal expectations influence the youth's intention to venture into businesses while confidence in managing business results given the available resources such as finance and infrastructure establishes the capability to start and expand business ventures.

### **Resource-Based View (RBV)**

The Resource-Based View (RBV), pioneered by Jay Barney in 1991, lays down the significance of resources in delivering sustainable competitive advantage. Regarding the subject of entrepreneurship, RBV raises awareness of the fact that capital, skills, and infrastructure are important to the success and growth of businesses. This paper discusses how the accessibility and deployment of these resources influence the development of youth entrepreneurship in Kano. Financial resources allow for the purchase of assets and business expansion while human resources improve on the efficiency of the use of resources and decision-making in a business. There is no doubt that reliable

infrastructure is a key to efficient operations and enhances competitive advantage. This paper finds that the combination of TPB and RBV offers a robust theoretical lens through which the growth of youth entrepreneurship can be analyzed. TPB is consistent with socio-cultural factors and business skills development, as it concentrates on norms and perceived control whereas RBV is based on the idea that resource availability in terms of finance, infrastructure, and skills define the capability of overcoming the challenges and growing the ventures.

### Conceptual Framework Linking Independent Variables and Dependent Variables through TPB and RBV

The diagram below shows the conceptual framework of the research where the independent variables are access to finance, socio-cultural factors, business skills development, and infrastructure, and the dependent variable is the growth of youth entrepreneurial ventures in Kano Metropolis. It integrates two key theoretical perspectives: the Theory of Planned Behavior (TPB) and the Resource-Based View (RBV) of the firm. TPB discusses how factors like attitude, subjective norms, and perceived control affect the intentions of entrepreneurs while RBV focuses on the role of critical resources like finance, skills, and infrastructure towards sustainable growth of ventures. This framework shows that both internal actions and external assets are associated with the development and sustainability of young people’s organizations.

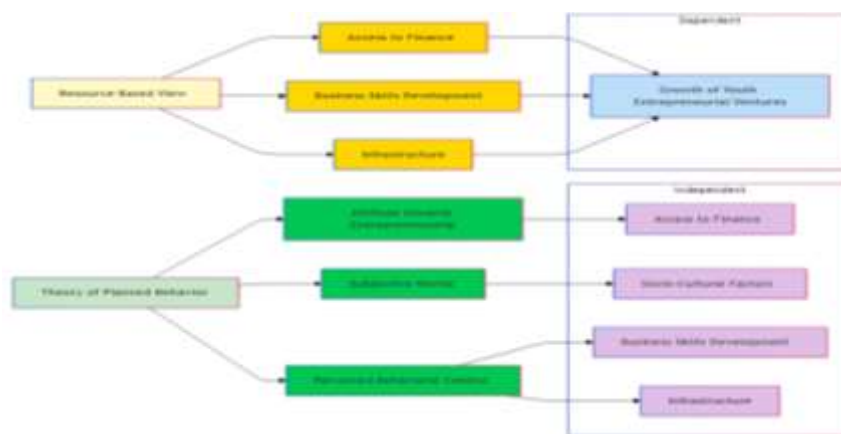


Figure 1: Conceptual Framework Linking Independent Variables and Dependent Variable through TPB and RBV

Figure 1 above highlights the conceptual framework that connects the IVs which include; access to finance, socio-cultural factors, business skills development, and infrastructure to the DV which is the growth of youth entrepreneurial ventures in Kano Metropolis. This framework integrates two key theories: The two theories that are relevant to this study are the Theory of Planned Behavior (TPB) and Resource-Based View (RBV). TPB reveals how intentions and behavior to be entrepreneurial are

determined by attitude toward entrepreneurship, perceived social norms, and perceived behavioral control. On the other hand, RBV focuses on the value of strategic resources that include finance, business skills, and infrastructure that foster business growth. Specifically, the TPB reveals that attitudes, norms, and perceived control towards entrepreneurship shape the intention of the youth to engage in the activity, while the RBV highlights that access to resources that are crucial to the operation and growth of the venture are critical to the success of youth ventures.

## Empirical Reviews

Research has time and again revealed the challenges that young entrepreneurs in developing countries face, including financial and socio-cultural challenges. The studies by Mohammed, A., et al. (2024) pointed out lack of capital and poor business acumen as major challenges affecting youth entrepreneurship in Nigeria; while revealing high levels of business aspirations, lack of capital hindered business development. In more recent work Mehtap, S., et al. (2017), while identifying the importance of sociocultural factors including family and social pressure and norms, that there is a need for change in society to support youth entrepreneurship. Umar, F. A. (2017) studied youth entrepreneurship in Kano and discovered that inadequate physical facilities including erratic power supply and poor transport network greatly hindered business activities. They also pointed out that weak business ideas can succeed because they do not know how to fail due to a lack of basic resources. In the same vein, Mohammed, A. (2023) pointed out that there was poor access to technology and digital tools for business, and limited resources to effectively use modern business platforms that would enhance business growth. Bonareri Bosire, E. (2024) explained the ways through which business education helps to develop youth-led business ventures and opined that formal education plays a decisive role in business development and growth. As the study pointed out, educational institutions must play the role of preparing young people for entrepreneurial challenges. Similarly, Ravichandran, R., & Dixit, P. (2024) established that business incubation centers, including, business advice, funding, and networking, helped increase the growth of youth enterprises. Jasenas, A., & Toločka, E. (2015) proved that the practical business skills integrated with knowledge gained at schools ensure better business performance. They proposed to include training in entrepreneurship in the educational system to prepare youth for business management. De la Chaux, M., & Haugh, H. (2020) corroborated this by finding out that, formal education had a negative impact and that entrepreneurs with no business education had a harder time in the sustenance of their businesses. Policies and regulations that are put in place by the government also have a great influence on youth entrepreneurship. Shackleton, S., et al., (2015) pointed out that lack of supportive government policies is a major challenge in sub-Saharan

Africa, and called for better policy formulation and policy enforcement. Goni, K. M., et al., (2024) supported the idea that complex regulations reduce risk taking and innovation and called for simple regulations.

Imran Nkun, U. (2020) major area of interest was access to finance where he established that while financial tools such as loans and venture capital enhance business development, high standards and high interest rates lock out young business people. Likewise, Mohammed, A., & Sundararajan, S. (2023) called for policy changes for better funding and support programs for youth business ventures. Similarly, Too, E. G., & Weaver, P. (2014) deplored the weak and poor execution of government programs, noting the need for stronger frameworks that would enable such funds to get to the youth business. It has been found that social networks and mentorship have a considerable impact on youth entrepreneurship. Imran Nkun, U. (2020) also established that social capital enables youth entrepreneurs to overcome social barriers to finance and markets. According to Assenova, V. A. (2020), the role of mentorship is crucial, as those entrepreneurs who have a mentor, are more successful in growing their business and managing the difficulties.

The use of technology in youth engagement in entrepreneurship is gradually becoming relevant. Semenda, O., et al., (2024) explained that social media and e-commerce platforms have the potential for increasing market coverage and efficiency. But they also said that access to the internet and digital skills are still an issue, especially in rural areas. Chetty, K., et al., (2018) pointed out how technology has helped young businesses to cut costs and access markets but recommended technology literacy initiatives. Similarly, Ndungu, C. (2016) noted that challenges that hinder growth include, poor infrastructure like roads, unreliable power, and limited internet which make operations expensive and difficult to scale up. Credit is also a constraint citing high interest rates, collateral demands, and credit standards as some of the hurdles faced.

Ajayi-Nifise, A. O., et al., (2024) therefore emphasized the need for the implementation and enforcement of policies on entrepreneurship. Ajayi-Nifise, A. O., et al., (2024) pointed out that the support of the family is crucial to the development of the young person as an entrepreneur. Duchek, S. (2018). Last of all, Al Naqbi, S., & Awashreh, R. (2024) proposed enhanced assessment and supervision of government initiatives for youth entrepreneurship development for the sustainability of youth businesses.

## **Research Gap**

Nonetheless, the available literature on youth entrepreneurship is quite vast, but there are some research gaps, especially concerning Kano Metropolis and other regions of the developing world. Although numerous papers address sub-Saharan Africa or Nigeria in a general way, few papers are specifically concerned with the socio-cultural, economic, and infrastructural environments that affect youth entrepreneurs in Kano. Technology has been discussed as to how it affects entrepreneurship, however, there is limited literature on how digital tools, e-commerce, and social media affect youth ventures in Kano in particular. Moreover, the role of local social networks and informal mentoring in business success has received inadequate research attention given that most research is centered on formal networks.

Financial capital is still a major challenge; however, there is a lack of knowledge on the kinds of financial services (microloans, crowdfunding) that can be useful for youth enterprises in Kano. Further, despite the existence of government policies aimed at encouraging youth entrepreneurship, there is a dearth of information on how these policies are implemented at the local level and their impact in Kano. The literature on business incubators and training programs has revealed the potential of the model in supporting aspiring business owners, but little is known about the accessibility and performance of the programs in Kano. Other factors that require further research emphasis include cultural factors such as family and gender factor and their impact on youth entrepreneurship in the region.

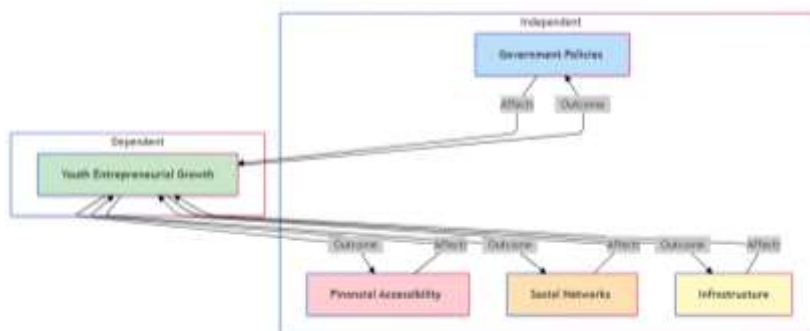
There is a lack of literature regarding the entrepreneurial activities of youths in Kano, and more specifically, most of the extant research examines the initial phases of entrepreneurship with limited discussion of the sustainability and development of youth entrepreneurship in Kano. Furthermore, theoretical models such as TPB and RBV are applied sparingly to the Kano scenario, which hampers the comprehension of the area's entrepreneurial environment. The absence of regional data on youth entrepreneurship in Kano also complicates the problem of developing effective solutions for the region. Similar research gaps are also found on infrastructural vices such as power supply and transportation which are key drivers for business development.



## Model of the Study

The model of this study looks at factors such as government policies, financial resources, social relations, and physical facilities that affect the development of youth entrepreneurial activities in Kano Metropolis. It implies that all these factors are mutually reinforcing or inhibiting the growth of business. Availability of resources, government support, financial resources, social capital, and physical infrastructure determine the success of youth entrepreneurship, and the lack of these resources constrains the growth of youth enterprises. The model assumes that these challenges jointly limit the innovation, growth, and sustainability of young entrant firms.

This diagram also explains the flow of the independent variables and the dependent variable about youth entrepreneurship in Kano Metropolis. The model identifies four factors—government policies, financial access, social capital, and infrastructure—each of which separately and in combination affects youth entrepreneurship development. All these dimensions have their own characteristics that either promote or constrain youth enterprise development. By relating these dimensions to the single dependent variable, this model offers a comprehensive insight into what influences the success of youths in entrepreneurial ventures in Kano and in the process seeks to identify key barriers that must be overcome to nurture growth in the region.



*Figure 2: Conceptual Model of the Challenges Impeding Youth Entrepreneurial Growth in Kano Metropolis*

The diagram uses a conceptual model that connects the independent variables (IV) which include government policies, financial accessibility, social networks, and infrastructure to the dependent variable (DV) which is youth entrepreneurial growth. All the dimensions of the IV play a role in the development of the entrepreneurial environment and have a direct influence on the youth business in Kano Metropolis. Based on TPB, these external factors shape the attitude, perceived control, and subjective norms of the youth entrepreneurs and hence their intentions and behavior. The Resource-Based View (RBV) goes on and state that access and use of resources, including monetary and social capital, are central to the development and survival of youth ventures. The model



consequently combines these theories in a way that illustrates that internal entrepreneurial attitudes, defined by IVs, and external resources determine entrepreneurial success. This interplay therefore defines whether youth entrepreneurship can either prosper or decline and provides important lessons on the challenges and possibilities for entrepreneurship growth in Kano.

### **Research Methodology**

The nature of this study entails a conceptual approach in an attempt to identify problems that affect youth entrepreneurial development within Kano Metropolis, without having to engage in a primary data collection exercise as the study will be largely informed by a review of literature. It gathers secondary data from journals, books, reports, and research papers to look at government policies, financial accessibility, social networks, and infrastructure. The study uses qualitative research and analysis as well as the Theory of Planned Behavior (TPB) and the Resource-Based View (RBV) to explore the impact of these challenges on entrepreneurial development. The purpose of the study is to advance knowledge on youth entrepreneurship with regard to the socio-economic and infrastructural environment of Kano.

### **Findings of the Study**

The following are the major research findings of this study, which are based on a synthesis of literature: The major constraints affecting the development of youth entrepreneurial ventures in Kano Metropolis. These are such as; restricted access to capital, poor and inadequate government interventions, poor social relations and poorly developed infrastructure. Availability of funds is another hurdle; youth depends on their own money or loans, while microfinancing is unprofitable. Socio-cultural factor also influence entrepreneurial intentions including career perception and gender factors. The operational costs are created by such infrastructural weaknesses as unstable power and transportation; the lack of business skills also threatens sustainability. The above challenges can be overcome through policy reforms, financial and skills development to enhance long term development for the young entrepreneurs.

### **Recommendations of the Study**

Based on the findings of this study, the following recommendations are made for the enhancement of youth entrepreneurial ventures in Kano Metropolis. First, there is a need to enhance access to credit through increasing outreach of microfinance programs, decreasing the interest rate, and financial education. Second, it should improve the policies to facilitate the process of business

registration, provide tax exemptions, and enhance the availability of support measures like grants and Business Youth support programs for young people. The reinforcement of social networks and the improvement of collaboration platforms and mentorship programs will also help the growth of the communities. Major structural developments are needed in areas such as electricity, transport, and communication to lower working costs for digital businesses. Moreover, the education of a positive entrepreneurial attitude, gender equality, and business and digital competencies are crucial for future sustainability. Youth entrepreneurs should be able to counter these challenges and succeed by employing the strategies described above when they are put into practice.

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# Evaluating the Effect of Off-the-Job Training on Employee Performance: A Case Study of BUA Group in Kano State

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## Abstract

*This study aims to assess the impact off-the-job training has on employee performance in BUA Group in Kano State. This research is relevant given that off-the-job training is a component of human resource development that remains topical in both literature and practice. The objective of this study is to assess the correlation between off-job training and the job performance of employees as well as the kinds of off-job training that include workshops, seminars, and conferences. The research problem is therefore based on the limited understanding of the relationship between off-the-job training and its impact on the performance of the employees in BUA Group. This research employs a qualitative research approach and research information collection methods such as literature, journals, books, and other accredited materials. The study findings show that off-the-job training assists in the development of skills, the increase of motivation, and job satisfaction, but there are problems in the use of the skills acquired. Some of the recommendations are diversifying the training offered, minimizing application restrictions, and offering perpetual support to workers. Hence, the studies presented in the course of the research reveal that off-the-job training also has a positive impact on employees' performance and, therefore, organizational performance.*

*Keywords: Off-the-job training, Employee performance, Skill development, Motivation, BUA Group*

## Introduction

This study focuses on the importance of the training of the employee as a tool for improving the performance of the employee in the current world economy. Off-Training, the training that does not take place at the workplace is the most efficient way of personnel development. The problem upon which this research seeks to provide a solution therefore is to assess the relationship between Off-the-Job training and Employee Performance in BUA Group of Company Kano State-Nigeria. Off-the-job training therefore trains the organizations' employees for off-type situations increasing the flexibility of the workforce. Therefore, it can be asserted that there is a positive and significant correlation between job training and performance levels, organizations that offer off-the-job training measures



reported high levels of job satisfaction, performance, and productivity (Huang, W. R., 2019; Jaworski, et al., 2018). However, there is still limited knowledge on the link between off-the-job training and performance particularly in some geographical areas including Nigeria, and how it can be done. Off-the-job training in particular has not been given much attention in most of the studies, and none of them has been conducted on the employee training in Kano State where such large organizations as the BUA Group are located. It is therefore important to establish the effect of off-the-job training in this local environment. Even though there is a lot of research on training and employee performance studies done all over the world, none of them focus on off-the-job training, especially in developing countries such as Nigeria. The major limitation that can be seen as a significant drawback of most of these works is that cultural and organizational contexts, which determine the training outcomes in Nigeria, have not been assessed. The research questions are to establish the current position of BUA Group on off-the-job training and the outcome of the implementation of the technique in the context of organizations in Nigeria. In so doing, it seeks to provide practical recommendations in light of the evaluation of the existing training programs and the identified trends in the employee performance of local organizations. As stated by Muhammed, A., et al. (2022), on the issue of effectiveness of training and development, the need for a well-coordinated training program cannot be overemphasized.

### **Problem Statement**

The global organizations face the challenge of enhancing the performance of their employees to increase competitiveness. Off-job training, which is training carried out outside the workplace, is one of the significant techniques used in improving the skills of employees. Its usefulness in enhancing performance has not been well documented, especially in the Nigerian setting. This research evaluates the effect of off-job training on the job performance of employees in the BUA Group in Kano State, Nigeria. Although there has been an increasing interest in the subject of employee training with more emphasis on off-the-job training and its effect on the performance of organizations around the world, the study of such in Nigerian manufacturing organizations remains relatively limited. Furthermore, there is little information on the efficacy of such training in developed economies, and most literature is not fully comprehensive about how they work in Nigeria (Ochi, I. B., & Mark, K. C., 2021).

The study also establishes that organizations such as BUA Group of companies spend on training their employees but do not have a structured way of assessing the value of these investments, hence poor resource utilization. In addition, applying newly acquired skills into practice continues to be a problem in organizations. Employees find it hard to adopt new knowledge into their practice and,

therefore, have low training effectiveness (Olan, F., et al., 2022). Another problem is the low rates of return on investments made in off-the-job training since there are no conventional performance measures with which to assess these programs. This research therefore seeks to fill these gaps by analyzing the effect of off-the-job training on employee performance in Nigerian organizations. This work is also useful for employers like the BUA Group to improve training activities and initiatives aimed at improving workforce capacity and productivity as well as increasing workforce competitiveness. (Bello, P., et al., 2022) have pointed out that training is highly relevant and recommended, however, there is a lack of research on off-the-job training in Nigeria and, therefore, the need for the present study.

### **Significance of the Study**

This study has implications for the scholarly literature as well as for practitioners involved in the training and development of employees. Thus, specifically studying the off-the-job training impact on the performance of employees of the BUA Group in Kano State, Nigeria will enhance the limited training research data available for Nigerian organizations. This should give useful information on how the off-the-job training could be optimally designed to improve the performance of the employees in the local area which is still a research gap. Scholarly, the study helps fill a gap by examining the possession of off-the-job training in Nigerian industries as little research has been done on this topic in the global market. It affords a local perspective that will be useful in future research, especially to emerging markets. Culturally, the study assists human resource managers in developing specific and efficient off-the-job training strategies that enhance organizational objectives and personal and occupational knowledge, commitment, and performance among employees. To companies such as BUA Group, the efficiency of training can improve the overall turntable and stability of the organization through human capital development. It will also be useful for policymakers to inform the development of policies that will support national workforce objectives and aims associated with education and training. However, this study offers practical implications that may serve to assist with identifying further directions for improving the training methods towards more favorable organizational results.

### **Research Objectives**

1. To examine the relationship between different types of off-the-job training (e.g., workshops, seminars, conferences) and employee performance at BUA Group.
2. To assess the impact of off-the-job training on the skill development of employees at BUA Group.



3. To evaluate how off-the-job training influences employee motivation and job satisfaction at BUA Group.
4. To determine the challenges and barriers to the successful application of off-the-job training on employee performance within BUA Group.

### **Research Questions**

1. What is the relationship between different types of off-the-job training and employee performance at BUA Group?
2. How does off-the-job training impact skill development among employees at BUA Group?
3. What effect does off-the-job training have on employee motivation and job satisfaction at BUA Group?
4. What are the challenges and barriers to effectively applying the knowledge gained from off-the-job training to improve employee performance at BUA Group?

### **Literature Review**

#### **Conceptual Framework**

This study is grounded in two key variables: Off-the-Job Training, and Employee Performance. The study examines the correlation between different forms of off-the-job training activities and the performance of the personnel of BUA Group, Kano State Nigeria. In this particular section of the work, a thorough analysis of these concepts shall be presented about their definitions as well as theories and theories and perspectives drawn from scholarly studies.

#### **Off-the-Job Training**

Off-the-job training as defined is any learning that occurs at a location, which is not the workplace of the learner; it may be institutionalized or exigent, which implies that may take place in formal training centers, workshops, seminars, or even educational institutions Ahmetoglu et al., (2023). Off-the-job training, on the other hand, is training activities that take place outside the actual work setting involving theoretical knowledge or the application of knowledge, skills, and attitudes that are transferable in other tasks.

#### **Types of Off-the-Job Training**

Off-the-job training can be categorized into different forms, each serving unique purposes in employee development. These include:

**Workshops and Seminars:** These are usually short-term programs designed to teach employees specific skills, such as leadership, communication, and team management.

**Conferences:** Employees attend external conferences to gain insights into industry trends, networking opportunities, and exposure to innovative practices.

**Classroom Training:** Formal classroom-based learning focusing on specific technical skills or business concepts.

**E-learning and Online Courses:** With advancements in technology, off-the-job training has increasingly moved online, offering employees flexible learning opportunities.

Each of these types plays a role in enhancing employees' skills and knowledge, which in turn influences their performance in the workplace.

### **Benefits of Off-the-Job Training**

Off-the-job training has several advantages for the employees and the organizations. For employees, it improves their skill profile, boosts organizational commitment, and may culminate in a promotion. According to Aliyu (2023), off-the-job training yields enhanced productivity, inventions, and staff retention for organizations. Besides, it fosters the development of a flexible workforce capable of managing an advanced job environment.

### **Challenges of Off-the-Job Training**

Despite its advantages, still faces several challenges:

**Cost:** It can be expensive, particularly for large-scale training programs.

**Transferability:** As noted in the Transfer of Learning Theory, the challenge of transferring learning from a training setting to real work environments can limit its effectiveness (Tripuraneni, N et al., (2020).

**Employee Engagement:** Employees may not be as engaged in off-the-job training programs if they do not see immediate relevance to their daily tasks.

## Employee Performance

Employee performance can be defined as the degree and speed at which employee achieves organizational goals in the discharge of their assigned duties (Luthar, G. (2009). There are many aspects to it such as attaining skills, performing the task, efficiency, and effectiveness in achieving organizational objectives. In this study, employee performance refers to the behavioral changes that occur from training which include enhanced skills, motivation, job satisfaction, and work productivity.

## Dimensions of Employee Performance

Employee performance is typically viewed as a multi-dimensional construct that includes:

**Task Performance:** The capacity for successful and effective working within the core activities of a given role.

**Contextual Performance:** Organizational support behaviors like teamwork, organizational citizenship behavior, and communication.

**Adaptive Performance:** The ability to practice effective learning in the work context, meaning to acquire new knowledge or to modify behavior due to the changes in the stimuli.

In this case, therefore, the emphasis is on off-the-job training, and how it affects these several dimensions in skill acquisition, task productivity, and job contentment.

## Theories of Employee Performance

Various theoretical perspectives explain employee performance, such as:

**Goal-Setting Theory (Locke & Latham, 1990):** According to this theory, the idea is that if goals are set well-defined and vigorously achievable, the performance is likely to be improved. The training information as a result plays a role in increasing employee motivation as it offers well-defined goals and competencies to work towards Sundararajan, S., et al. (2023).

**Motivation-Hygiene Theory (Herzberg, 1959):** This theory differentiated between needs that motivate the employees to produce even better results like achievement needs, and the physical and psychological needs which if not fulfilled will make the employee lose interest in the pursuit of his needs like the payment for the job. The off-the-job training can be also considered a motivator because it raises job satisfaction and performance.

## Factors Influencing Employee Performance

Several factors influence employee performance beyond training, including:

**Work Environment:** A supportive work environment that fosters collaboration and provides necessary resources can enhance performance.

**Employee Motivation:** Motivation plays a significant role in performance. Training programs that align with employee interests and career goals are more likely to result in improved performance.

**Leadership:** Effective leadership and managerial support can enhance the impact of training on performance.

## Theoretical Framework

This study uses two theories to explain the relationship between Off-the-Job Training (IV) and Employee Performance (DV): Human capital theory and the transfer of learning theory.

### Human Capital Theory

According to the Human Capital Theory advanced by Becker in 1964 training increases an individual's productivity as a result of acquiring more human capital. Off-the-job training like workshops and seminars increases the human capital of the employees; job performance rises as well due to the new knowledge gained.

### The Transfer of Learning Theory

Transfer of Learning Theory (Baldwin & Ford, 1988) is centered on how knowledge attained during training be implemented in a working environment. Off-the-job training can however be designed and implemented, and the environment that provides opportunities to use the newly acquired knowledge in enhancing performance is effective.

## Relations between Theories, IV, and DV

Human capital theory balances off-the-job training with increased human capital and performance. Transfer of Learning Theory relates the actual use of newly acquired knowledge effectively in the workplace with elevated job performance. In sum, the theories help to indicate how off-job training promotes performance since it implies that the required employee skills are acquired and that they can be effectively transferred to the work setting.

## Conceptual Framework Linking Off-the-Job Training to Employee Performance through Human Capital Theory and Transfer of Learning Theory

Off-the-job training is a very sensitive area of concern in organization scholarship because of the link between training and the performance of the employees especially under conditions of economic liberalization where organizations seek to improve the capacity of its employees to reflect on their performance (Ab Rashid, P. D. et al., 2020). Off-the-job training which includes all the activities that are carried out away from the workplace such as time off workplace trainings, seminars, and off-workplace courses is one of the most useful training that enables the organization to acquire new knowledge and skills. The context for this study is the Human Capital Theory which indicates that any corporate investment in its employees will raise the human capital thus boosting their performance and the Transfer of Learning Theory which focuses on the use of acquired skills at the workplace. Through an analysis of these theories, this study seeks to understand the factors affected by off-the-job training with the hope of discovering how skills gained affect performance, in the process providing a better understanding of how methods of training affect job performance.



*Figure 1: Conceptual Framework Linking Off-the-Job Training to Employee Performance through Human Capital Theory and Transfer of Learning Theory.*

Figure 1 above presents the connection between Off-the-Job Training and Employee Performance based on Human Capital Theory and Transfer of Learning Theory. Off-the-job training, which may be in the form of workshops, seminars, and extra courses, is nevertheless, On-the-job training is versatile and thus provides the following development chances outside the working environment. Within the Human Capital Theory, education and training on the job improve staff experience, skills, and knowledge, leading to growth, productivity, and performance at the workplace. According to the Transfer of Learning Theory, it is a crucial fact that off-the-job training can only enhance performance once the gained knowledge has been effectively implemented at work. Such components from the training program, the work environment, and the motivation of employees can be considered to be playing key roles in this process. However, both theories add that the greater the

extent of the acquired off-the-job training, the higher the performance of the employees at the workplace.

## Empirical Reviews

Off-the-job training as a utility is defined in numerous ways as a crucial factor in developing employee performance in diverse businesses. According to Mohammed, A., et al, (2023) and based on their research, off-job training that includes things like workshops and external courses is advantageous because they enable employee development of new skills that enhance productivity and job performance. These programs afford chances to increase the extent of knowledge of employees and this becomes helpful for organizations to network for success. In the same way, De Grip, A., & Sauermann, J. (2013) noted that companies that offer off-the-job training noted their employees' performance improves since the practice boosts technical know-how and problem-solving skills which are key to doing the job well.

In the financial sector, Guo and Wang (2020) evaluated the competition between employees and their productivity and discovered that off-the-job learning had a positive influence on performance. Aliyu M., (2023) concurs with this by singling off-the-job training as being instrumental in increasing the pool of human capital that positively impacts job performance. Similar to Vijayan, P. (2024) work done in the retail sector also highlighted that off-the-job training reduced communication, problem-solving, leadership skills, and subsequent performance at work. Olagunju, M. M. (2014), in different research done with the banking sector, revealed similar findings that show off the-job training increases the capacity of the employees to meet the demand of the customers and complicated tasks in the service delivery area have positive impacts on the customers' satisfaction.

In his study, Saraf, P. (2017) compared the results of research analyzing off-the-job training by sectors and stated that utilization of this type of training is effective when the content of training correlates with the job demands. Sundararajan, S., & Mohammed, A. (2023) also argued that training that takes off instruction, in the telecommunication sector could improve the technical skill, job satisfaction, and also the performances of the organizations. Similar conclusions were made by Han, J. W., et al., (2023) with off-the-job training being beneficial in the hospitality industry, enhancing tasks' performance and quality, especially in the areas that require specific expertise, such as client relations or conflict solving. Along the same line, Mogaka et al., (2024) also observed these findings

in the healthcare sector and revealed that off-the-job training positively impacted the training of enhanced quality of patient care.

In the education sector, Simonsen, B., et al., (2020) pointed out that teachers, who took external professional development courses, enhanced teaching skills and manners of classroom management, which reflected on improved students' performance. Sundararajan, S., et al. (2022) also posited that off-the-job training enhanced the performance of public sector employees especially in efficiency, decision-making, and leadership. In the Kenyan manufacturing industry, Wanna, L. J. (2023) found that off-the-job training had a positive correlation to increased performance as the training offers employees updated knowledge and skills while Manoharan, K., et al., (2024) established the same results for the construction industry in Sri Lanka where training boosted technical skills and project management abilities to boost productivity.

On the other hand, theoretical evidence has been complemented by empirical data affirming a significant role of off-the-job training in improving the performance of employees in the organization irrespective of the sector Pastore, F., & Pompili, M. (2020). This study shows that off-job development enhances competency, organizational commitment, and productivity, thus being vital to human capital development. Nevertheless, the success of such training is contingent on the need for the courses, the quality of the program provided, and organizational imprinting towards corporate training.

## Research Gap

Several research gaps exist regarding off-the-job training and its effect on employee performance. While its overall effectiveness is documented across industries, limited studies distinguish between different forms, such as workshops or seminars, and their sector-specific impacts (Theobald, M., 2021). Additionally, most research employs quantitative methods, with few qualitative studies exploring contextual factors like organizational culture, knowledge transfer mechanisms, and employees' motivation to apply acquired skills (Gautam, D. K., & Basnet, D., 2021; Aliyu M., 2024). Specific gaps also pertain to Nigerian industries, particularly the manufacturing and banking sectors, where challenges like resource limitations and infrastructure inadequacies hinder effective knowledge application (Sundararajan, S., et al., 2022). Moreover, reliance on Human Capital Theory overlooks frameworks like Transfer of Learning Theory, limiting interpretations of training outcomes in practical work environments (Díaz, M. L. V., 2022). Therefore, research lacks defined performance metrics

linked to off-the-job training, such as job effectiveness, decision-making, and leadership potential, necessitating focused studies to bridge

### Model of the Study

This study considers Off-the-Job Training as the independent variable (IV) and Employee Performance as the dependent variable (DV). Off-the-job training includes Workshops, Seminars, Conferences, and External Courses, which collectively enhance employees' skills, knowledge, and capabilities. Employee Performance, measured as a unidimensional scale, assesses overall employee efficiency in their organizations.

The model illustrates the relationship between components of off-the-job training and employee performance:

**Workshops:** Focused on workplace-related activities, workshops help employees apply learned materials to practical problems, yielding direct training outcomes.

**Seminars:** Provide theoretical insights and industry trends, enabling sound decision-making and improved productivity by integrating knowledge into work routines.

**Conferences:** Facilitate social connections, industry updates, and adaptability to change, enhancing personnel performance.

**External Courses:** Certifications and diplomas provide specific skills and knowledge, improving job efficacy, decision-making, and leadership competence.

### Model of the Study - Linking Off-the-Job Training Dimensions with Employee Performance



Figure 2: Model of the Study - Linking Off-the-Job Training Dimensions with Employee Performance



The application of the model shows how the Off-the-job Training, which has several dimensions, impacts on the Employee Performance variable, which is unidimensional. It points out that all the aspects of off-the-job training for example workshops, seminars, conferences, and external courses can affect and improve employee performance. Every dimension is used in enhancing certain skills and knowledge, which, when taken into the workplace, results in increased job productivity, efficient decisions, and generally higher efficiency. The suggested model shows off-the-job training as a critical factor in defining new employee skills and highlights its significance for performance enhancement in organizations.

### Research Methodology

This research adopts an analytic approach, focusing on secondary data from articles, books, and documented studies to explore off-the-job training and its correlation with employee performance. Unlike primary data collection methods, it relies on analyzing existing scholarly works, theories, and findings. The study synthesizes journal articles, books, and reliable online resources covering off-the-job training, employee development, and performance management. Through a comprehensive literature review, the research identifies future study areas and extends theoretical knowledge on the relationship between off-the-job training and employee performance. This approach allows for the integration of existing findings into a conceptual framework without conducting empirical research. Key insights from prior studies highlight how sub-variables of off-the-job training impact overall employee performance.

### Findings of the Study

1. **Relationship Between Training Types and Performance:** Workshops, seminars, and conferences significantly improve employee performance. Workshops provide hands-on training for immediate implementation, while seminars and conferences enhance theoretical knowledge and align it with market trends, fostering continuous performance improvement.
2. **Impact on Skill Development:** Off-the-job training, such as external courses and certification programs, develops technical and interpersonal skills, aiding decision-making and problem-solving. This enhances competency and boosts overall productivity.
3. **Effect on Motivation and Job Satisfaction:** Off-the-job training positively influences motivation and job satisfaction. Employees value career development initiatives, increasing commitment, and organizational productivity.

4. **Challenges in Knowledge Application:** Barriers include lack of support structures, time constraints, work pressure, and insufficient follow-up. These factors hinder the effective application of training knowledge, emphasizing the need for supportive business practices.

### Recommendations of the Study

1. **Enhance Training Variety and Relevance:** BUA Group should offer a mix of industry-specific seminars, workshops, and skill-enhancing classes that address both current and future organizational needs, providing both theoretical and practical knowledge.
2. **Focus on Skill Development:** BUA Group should offer specialized workshops, certifications, and leadership training tailored to employees' roles, helping them build capacity and improve task performance.
3. **Promote Motivation and Job Satisfaction:** To boost motivation and job satisfaction, BUA Group should implement a structured training promotion calendar, encouraging employees to progress in their careers.
4. **Address Knowledge Application Challenges:** Follow-up measures such as mentoring, job rotation, and coaching should be introduced to help employees apply learned skills, while workload adjustments should ensure adequate time for practical implementation.
5. **Invest in Support Systems:** BUA Group should establish mechanisms to help employees apply acquired knowledge, including mentoring and feedback, to improve organizational performance.

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# Evaluating the Effectiveness of Financial Literacy Training and Digital Tools in Enhancing Investment Decisions among SMES in Kano Metropolis

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## Abstract

*This study investigates the effectiveness of financial literacy training and digital tools in improving investment decision-making among SMEs in the Kano Metropolis. The research highlights the challenges SMEs face in making sound investment decisions due to financial illiteracy and the lack of accessible digital platforms. The study focuses on evaluating how financial literacy and digital tools interact to influence SMEs' investment decisions. These include journal articles, books, reports, and other historical sources of data. Key findings reveal that financial literacy enhances decision-making through targeted training, while digital tools improve financial management and investment returns. All these factors, in their combination, supercharge decision-making capabilities. However, the study points to some challenges by implying that a higher cost of the integrating system will hinder utilization; a lot of people do not know the usefulness of the ideas, and they resist change. To solve these challenges, the study recommends specialist education, cheap materials, and favorable laws. Despite its insights, the research acknowledges a limitation: Current research is based exclusively on secondary data without primary empirical evidence in support of such a conclusion.*

*Keywords: Financial Literacy, Digital Tools, Investment Decisions, SMEs, Kano Metropolis*

## Introduction to the Study

Financial literacy and digital tools play a vital role in shaping investment decisions, particularly for SMEs, which are critical drivers of global economic growth. Nonetheless, finding investment for SMEs in developing countries including Nigeria remains a huge challenge due to the following reasons; low financial literacy, inadequate capital needed to consult financial experts, and the less adequate use of technology. The purpose of this study is to explore the effectiveness of using financial literacy training and other modern gadgets to improve decisions on investments among SMEs in Kano Metropolis, Nigeria. Literacy in financial management is one of the crucial skills a person requires in his or her lifetime, in general as well as in business (Lubis, 2020). It enhances economic independence



and results in benefits in their financial position (Mohammed & Sundararajan, 2023). However, mobile applications based on business needs and online tools give SMEs real-time data that helps in decision-making according to Ngcobo et al 2024. In combination, financial literacy and the support of digital tools will provide SMEs with knowledge in the financial fields and invest in such fields effectively. Some of the hurdles faced by SMEs in Nigeria, especially the Kano Metropolis are; low financial literacy, constrained funding, and minimal knowledge of the use of technology (Sadiq et al., 2023). There is significant future literature research potential in the area of analyzing the role of financial literacy and digital tools regarding investment decisions of emerging SMEs in Kano due to a high population density of companies in the region. Financial literacy has been an area of interest since the late 20th century (Özdemir, 2022), however, comparatively little is known about its effects especially in the context of SMEs or about the embracement of digital technologies in making financial decisions (Remund, 2010; Sandhu & El-Gohary, 2023). Financial literacy helps SMEs to be financially literate whereby the business with a good financial status can be in a position to know where to invest its money (Mohammed & Sundararajan, 2024). Likewise, technology in this case; real-time data and analytically improves the understanding, and decision-making about finance (Sholichah, 2023). While the effectiveness of such tools has been widely indicated in the literature, little information exists on their effectiveness among Nigerian SMEs. This research aims to fill this gap by examining the effects of financial literacy and digital tools in the investment processes, with the research outcomes being used as recommendations in implementing policy changes on increasing the uptake of financial literacy campaigns and in the creation of relevant digitized solutions for SMEs. The theory informing the study is the Theory of Planned Behaviour by Ajzen (1991) where decisions are influenced by attitude, subjective norms, and perceived behavioral control. Deep financial knowledge affects the investment decision while on the other hand, digital resources heighten the level of perceived control, by offering credible financial info. Some of the major constraints affecting SMEs in Kano include; inadequate capital, and poor records-keeping practices which call for improvements in SMEs' financial literacy as well as the use of appropriate technologies. Therefore, this research seeks to assess the effects of financial literacy training and the enhanced digital resources in enhancing investment choices for SMEs in the Kano Metropolis. It has a research goal of enriching knowledge regarding the importance of financial literacy, as well as the efficient use of digital tools in emergent economies.

## **Problem Statement**

SMEs play a vital role in the economic development of many developing countries, including Nigeria, by fostering employment and reducing poverty. However, in Kano Metropolis, factors such

as low financial literacy and limited use of technology hinder SMEs from making sound investment decisions. Many SME owners and managers in the region exhibit low financial literacy, poor managerial skills, inadequate financial planning, and high business failure rates. According to the World Bank (2018), one major obstacle to SME growth in sub-Saharan Africa is access to finance, with 65% of SMEs unable to access formal financial institutions. Additionally, underutilized tools like mobile banking applications and accounting software could significantly improve SME performance and profitability in Kano. While much research has focused on financial literacy for personal finance, few studies address its impact on SMEs in Kano, and the role of digital tools in SME financial decisions remains relatively unexplored in Nigeria (Subramani et al., 2024). This study aims to fill these gaps by exploring how financial literacy training and digital tools influence investment behavior in SMEs in the Kano Metropolis. The findings will help policymakers, financial institutions, and SME owners adopt effective management strategies, contributing to the economic development of the region, where SMEs represent over 90% of businesses and account for more than 60% of employment in sub-Saharan Africa (Muriithi, 2017). Despite this, many SMEs remain underfunded and struggle to make effective investment decisions due to insufficient financial management skills and limited technology use.

### **Significance of the Study**

This study examines the impact of financial literacy training and information technology on SME decision-making in Kano Metropolis, Nigeria, contributing to academic literature, SME management, policy development, and economic growth. It addresses the research gap on using digital tools for financial literacy in Nigeria's SMEs, highlighting how these tools enhance investment decisions and business performance. Practically, it advises SME owners on improving financial knowledge and leveraging digital tools like mobile banking and financial applications to boost cash and investment management. Policy recommendations focus on fostering financial literacy and technology use for business development and economic growth, while financial institutions and development agencies can use the findings to create tailored services and capacity-building initiatives. The research also underscores the broader implications for SME competitiveness, sustainability, and long-term economic stability, offering insights to stabilize and expand Kano's financial and economic landscape.

### **Research Objectives**

1. To examine the impact of financial literacy training on the investment decision-making process of SMEs in Kano Metropolis.



2. To assess the influence of digital tools on the financial management and investment decisions of SMEs in Kano Metropolis.
3. To investigate the combined effect of financial literacy and digital tools on improving the financial decision-making skills of SME owners in Kano Metropolis.
4. To identify the barriers to adopting financial literacy programs and digital tools among SMEs in Kano Metropolis and suggest ways to overcome these challenges.

## Research Questions

1. How does financial literacy training affect the investment decision-making process of SMEs in Kano Metropolis?
2. What is the impact of digital tools on the financial management and investment decisions of SMEs in Kano Metropolis?
3. What is the combined effect of financial literacy training and digital tools on enhancing the financial decision-making skills of SME owners in Kano Metropolis?
4. What are the barriers preventing SMEs in Kano Metropolis from adopting financial literacy programs and digital tools, and how can these barriers be addressed?

## Literature Review

### Conceptual Framework

#### 1. Financial Literacy Training

Financial literacy involves understanding and applying financial information to manage investments, savings, and debts effectively. For SMEs, it helps business owners make informed decisions, minimizing risks and ensuring financial sustainability (Abdullahi, S. R., et al., 2015). Key aspects include understanding financial concepts (Jain, Y. K., 2024), budgeting and financial planning (Jindrichovska, I., 2013), investment decision-making (Mohammed, A., & Sundararajan, S., 2023), and financial risk management (Crovini, C., et al., 2021). Research shows that improved financial literacy can reduce business failure rates (Burke, D. J., 2022), which is critical in Kano Metropolis, where poor financial knowledge contributes to suboptimal investment decisions and business failure (Alfa, H., et al., 2023).

#### 2. Digital Tools

Digital tools, such as accounting software, budgeting apps, and mobile banking systems, enhance SMEs' financial management and decision-making. Tools like QuickBooks, Mint, and

Paystack streamline operations and financial management, offering real-time, reliable data to support investment decisions (Goel, S., & Berrones-Flemmig, C. N., 2022; Bhuvanapriya, S., et al., 2024; Lijoka, O., 2022). These technologies improve efficiency, cost control, and strategic financial decisions.

### **3. Investment Decisions**

Investment decisions, crucial for SME growth and survival, involve allocating capital for asset acquisition or business expansion. These decisions are influenced by risk assessment (Trang, P. T. M., & Tho, N. H., 2017), financial knowledge (Sundararajan, S., et al., 2024), and technology use (Saura, J. R., et al., 2023). Financial literacy and digital tools together enhance the ability to make sound investment choices, improving SME success and sustainability.

### **4. Interrelationship Between Financial Literacy, Digital Tools, and Investment Decisions**

Financial literacy and digital tools work together to shape investment decisions. While financial literacy helps SMEs assess investment opportunities, digital tools provide updated information, making decision-making processes more accurate. Combined, they enable SMEs to make informed, profitable decisions that support long-term sustainability.

### **Theoretical Framework**

This study employs the Theory of Planned Behavior (TPB) and the Technology Acceptance Model (TAM) to examine how financial literacy training and digital tools influence SME investment decisions in Kano Metropolis. TPB (Ajzen, 1991) posits that behavior is shaped by attitudes, subjective norms, and perceived behavioral control, with digital tools enhancing control and financial literacy fostering positive attitudes toward investment decisions. TAM (Davis, 1989) highlights that SMEs are more likely to adopt digital tools when they perceive them as useful and easy to use, which in turn improves investment decision-making by adding organizational value and simplifying processes.

### **Linking the Theories to the Study**

TPB links financial literacy training and digital tools to investment decisions by explaining how attitudes, social pressure, and perceived control shape investment behavior. TAM demonstrates that the use of digital tools impacts investment decisions in a way that increases SMEs' capacity to manage funds. Combined, these theories show how financial literacy and the use of digital technology affect SMEs' investments in the Kano Metropolis.

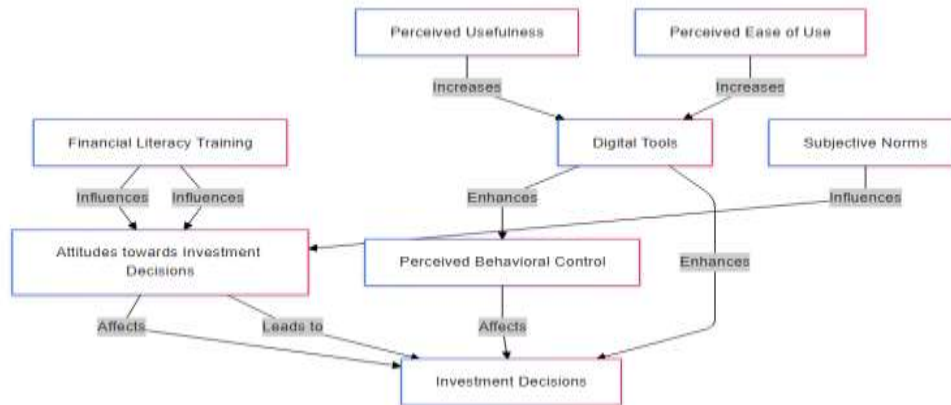


Figure 1: TPB links financial literacy training and digital tools to investment decisions

The diagram reveals how and where the Theory of Planned Behavior (TPB) and Technology Acceptance Model (TAM) help to describe the link between financial literacy training, employing digital tools, and making investment decisions. It shows that the effectiveness of Financial literacy training (A) alters perspective towards investment actions (B) towards a more rational decision making (C). Perceived behavioral control (E) is supported by digital tools (D) so that SMEs find it easier to handle investments. TAM postulates that two factors; perceived usefulness (G) and perceived ease of use (H) of digital assets facilitate the use in enhancing investment decisions. Thus, combining the level of financial and digital literacy improves SMEs' overall performance in making better investment decisions in Kano Metropolis.

## Empirical Reviews

Meressa (2023) found a positive correlation between financial literacy and sound investment decisions in Ethiopian SMEs, particularly in savings and investment management, thus promoting business sustainability. Similarly, Oseifuah (2010) observed that higher financial literacy levels led to better investment decisions and enhanced business performance in South African entrepreneurs. In Malaysia, Nkwinika & Akinola (2023) showed that digital tools like accounting software improved SMEs' financial decision-making, boosting investment outcomes. Dutta et al. (2020) supported this, noting that digital tools positively influenced investment efficiency in Indian SMEs. In the UK, Hussain et al. (2018) highlighted that financial literacy training improved SME investment decisions, particularly in budgeting and saving, which was further supported by Atkinson & Messy (2013) who saw similar benefits in Korea. Ocansey (2022) found that higher financial literacy in Ghana led to better risk management, while Akhtar & Liu (2018) reported that financial literacy contributed to improved investment decisions in Pakistani SMEs.

The Technology Acceptance Model (TAM) has been pivotal in understanding the use of digital technologies in SMEs. Muazu et al. (2024) identified that perceived ease of use and usefulness are key to SMEs adopting digital tools for better financial management. Similarly, Ullah et al. (2023) showed that real-time data through digital technologies improved decision-making in Pakistani SMEs. Gomber et al. (2017) found that SMEs in the U.S. who used mobile apps and online platforms for financial management had improved decision-making. In Nigeria, Muhammed et al. (2022) reported enhanced financial transparency and investment decisions through digital tools. In China, Weixiang et al. (2022) found that financial literacy training enabled business owners to manage investment risks effectively. Mouna & Jarboui (2015) discovered that financial literacy helped MENA region SMEs identify profitable investments. Sabana (2014) supported this in Sub-Saharan Africa, where financial literacy led to strategic investments.

In Nigeria, Ayodele (2019) affirmed that financial literacy improved investment decisions, particularly in the financial and real estate sectors. Jaradat et al. (2024) found that digital financial tools improved investment decision accuracy in Saudi Arabian SMEs. Skare et al. (2023) observed that SMEs using digital tools were better equipped to assess investment opportunities. Gupta et al. (2024) found that combining financial literacy with digital tools improved investment decisions in Nigeria. Similarly, Hanaysha et al. (2022) noted the significant role of financial literacy and digital tools in enhancing business sustainability in the Middle East. Abdul (2021) confirmed that financial literacy improved investment decisions in Liberian SMEs, while Akinmoladun et al. (2019) supported the findings in Nigeria, emphasizing the ability of business owners to identify opportunities and manage risks. Reis et al. (2022) concluded that in Brazil, financial literacy and the use of digital tools enhanced business performance and sustainability in competitive markets.

## Research Gap

The literature underscores the importance of financial literacy and digital tools in enhancing investment decision-making among SMEs, yet there is a significant gap in understanding their interaction within SMEs in Kano Metropolis, Nigeria. While several studies have explored financial literacy and investment decisions in other countries (Lusardi, A., & Mitchell, O. S., 2011; Eniola, A. A., & Entebang, H., 2017), few focus on SMEs in emerging economies like Nigeria. Additionally, there is limited literature on the use and effectiveness of digital tools in financial decision-making (Khan, F., & Suriseti, S., 2023), with no studies addressing this specifically for SMEs in Kano. The combined impact of financial literacy and digital tools on investment decisions remains underexplored,

and the effect of specific financial literacy components, such as budgeting and savings, on investment decisions has not been comprehensively investigated (Mancone, S., et al., 2024). This gap is particularly relevant in Kano, where there may be disparities in financial education and technological infrastructure compared to developed regions. Despite the positive effects of financial literacy on SMEs (Muhktar Bichi, A., 2010), little has been done to integrate financial literacy and digital tools to improve investment decisions in Kano. This study aims to address these gaps by examining the influence of financial literacy and digital resources on the investment decisions of SMEs in the Kano Metropolis.

### Model of the Study

The model of this study evaluates the effectiveness of financial literacy training and digital tools in enhancing investment decisions among SMEs in the Kano Metropolis. It treats financial literacy as a multidimensional independent variable (IV) with four dimensions: the areas of budgeting and financial planning, investment and knowledge of that area, risk and decision-making, and saving. The dependent variable (DV) is investment decisions which can perfectly be operationalized and measured as the quality of investment decisions made by SMEs. According to the outlined model, financial literacy might be enhanced along these dimensions to promote effective investment decisions. Digital tools play the role of a facilitator in financial literacy, supplementing the existing knowledge by providing current critical data and analysis necessary for better decision-making, risk management, and financial planning and hence improving the investment results for the SMEs.

### Conceptual Framework of Financial Literacy, Digital Tools, and Investment Decisions in SMEs

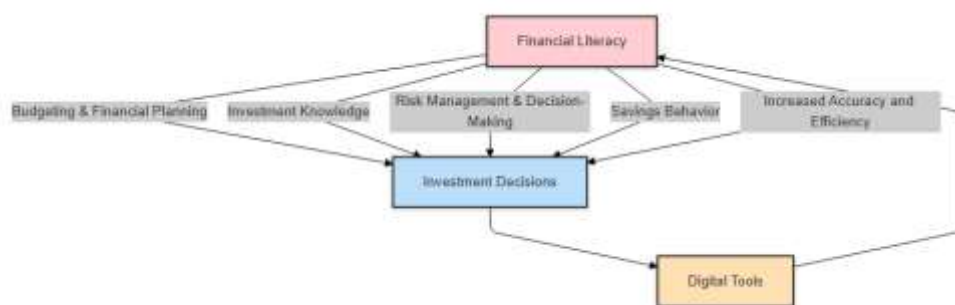


Figure 2: Conceptual Framework of Financial Literacy, Digital Tools, and Investment Decisions in SMEs

The diagram illustrates the relationship between financial literacy, digital tools, and investment decisions in SMEs. Financial literacy (IV), represented by A, encompasses aspects such as budgeting

and financial planning, investment knowledge, risk management and decision-making, and saving, all of which directly influence investment decisions (DV). Digital tools (C), acting as a moderator, enhance the efficiency of these financial literacy aspects by providing real-time, automated financial data that supports decision-making. Investment decisions (DV), represented by B, are the outcome of financial literacy and digital tools, highlighting the impact of both on the quality of investment choices. This model shows how the integration of financial literacy with advanced digital tools improves investment decisions for SMEs in the Kano Metropolis.

### **Research Methodology**

This study adopts a conceptual paper methodology, focusing on secondary data from literature reviews, scholarly publications, and theoretical frameworks. The study combines data on financial literacy and training, and digital resources and their effect on SMEs' investment decisions in Kano Metropolis. Polytechnic peer-reviewed articles; periodicals; books; authoritative publications; and reports on SMEs in Kano and other comparable settings. Following a qualitative methodological paradigm, the study synthesizes prior knowledge to build an integrated framework associating financial literacy intervention (control variable) with investment choices (outcome variable). Since this research focuses on identifying trends, and gaps and proposing a model that should transform global and local understandings of the topic, this methodology provides valuable theoretical and practical insights for future empirical research.

### **Findings of the Study**

The following is an exposition of the study results about the research objectives and questions given that the study is rooted in a synthesis of the literature. Key insights are as follows:

#### **Impact of Financial Literacy Training on Investment Decision-Making**

Financial literacy training significantly enhances SME owners' awareness and expertise in investment decision-making. The training enhances resource management and reduces risks because resource allocation is complemented by skills in understanding budgets, risks, and financial statements (Hasanudin, H., 2024).

#### **Influence of Digital Tools on Financial Management**

With technological development, small business financing experiences changes in real-time data as well as in terms of the mechanism for automating the business finances and also contributes to

improving the quality of investment decisions. These tools assist SMEs adjust their business processes in order to execute improved and lucrative financial decisions (Mohammed, A. & Sundararajan, S., 2024).

### **Combined Effect of Financial Literacy Training and Digital Tools**

The integration of financial literacy training with digital tools creates a synergistic effect, enhancing strategic planning and decision-making. It can be discussed that financial literacy enables SME owners to understand and make use of data resulting from digital technology, thereby increasing the rationality of their financial choices.

### **Barriers to Adoption**

Some of the challenges that affiliated institutions face while implementing Financial literacy programs include; a lack of awareness, high costs, technological barriers, and cultural resistance. Addressing these challenges requires targeted awareness campaigns, affordable solutions, and culturally adaptive approaches.

### **Recommendations of the Study**

Based on the findings, the following recommendations are proposed to enhance financial literacy and promote digital tool adoption among SMEs in Kano Metropolis:

#### **1. Enhancing Financial Literacy and Facilitating Digital Tool Adoption**

To improve financial literacy and digital tool adoption, collaboration between the government and the financial sector is essential. Training programs should be cost-effective, contextually appropriate, and case-based, with follow-up activities. Additionally, digital infrastructure should be upgraded, and digital skills training should be a prerequisite for incentives like grants or tax credits.

#### **2. Leveraging the Synergy of Financial Literacy and Digital Tools**

Mentorship programs should combine financial literacy improvement with the use of digital tools. These programs should include financial advisors offering concrete recommendations and peer learning platforms to enhance both financial and technological competencies among SME owners.



### 3. Addressing Barriers to Adoption and Policy Recommendations

To overcome awareness gaps and cultural resistance, targeted campaigns should inform SMEs about the benefits of financial literacy and digital tools. Training initiatives should be subsidized, and equipment provided to reduce costs. Simplified technology interfaces can further ease adoption while sharing success stories can encourage broader acceptance. Policymakers should conduct periodic reviews of strategies like government aid, industry training, and IT support to ensure continuous improvement in integrating financial literacy and digital tools for SME growth.

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# Examining the Impact of Push Factors on the Retention and Workforce Stability of Nigerian Medical Workers: A Study in Kano State

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## Abstract

*The retention of workers in the medical field directly influences the efficiency of healthcare systems and workforce stability. In Kano State, Nigeria, several challenges hinder the retention of medical workers, including poor working conditions, low wages, limited career advancement opportunities, and other factors. This study examines the effects of these challenges on the retention and workforce stability of Nigerian medical workers in Kano State. Primary data was collected using structured questionnaires, and the study adopted a quantitative research approach. The population comprised medical workers from Muhammad Buhari Specialist Hospital and Hasiya Bayero Pediatric Hospital in Kano State, with a sample size of 322. All of the completed questionnaires were responded to by 160 individuals. In this study, SEM was used to test the push factors (IVs) and workforce stability (DV). This research supported the hypothesis that the state of the working environment and low wages affect the employee turnover and labor force continuity of medical employees. Briefly, the study recommends that working conditions be improved, and wages, to boost the stability of the workforce. It is these push factors that need to be addressed to strengthen and stabilize the retention of medical workers in the healthcare sector in Kano State.*

*Keywords: Medical workers, Retention, Workforce stability, Push factors, Kano State.*

## Introduction

Brain drain, the migration of medical professionals from developing countries to high-income regions, significantly impacts Nigeria's health system. Key push factors include poor working conditions, low remuneration, limited promotion prospects, and inadequate facilities, impairing healthcare delivery, particularly in underserved areas like rural Nigeria. Nwankwo et al. (2022) emphasize that the unequal distribution of healthcare workers disproportionately affects rural areas, including Ebonyi State, resulting in poor health outcomes, especially in maternal and child health.



Globally, factors such as low wages, poor training, insecurity, and insufficient healthcare facilities drive healthworker migration. Ahmad (2023) found that 47% of Nigerian physicians intend to migrate due to such challenges. Udom et al. (2024) underscore that political instability and poor governance exacerbate these issues by impeding policies to retain medical workers, leading to workforce disruptions and declining national health standards.

Unsustainable policies toward healthcare welfare has in the past caused a brain drain in Nigeria. Elegbede et al. (2024) claim that the health and education sector is the most affected and Nnoruga and Osigwe (2023) said that brain drain hurts skilled labor that is needed for the development of any nation. According to Siankam (2011), this has been a result of system failures and low capital investment in the health system.

Although the literature discusses the antecedent of brain drain as well as the implications that come with it, the literature lacks sufficient information identifying the push factors to destroy workforce stability in Kano State. This paper fills this research gap by focusing on working conditions such as wages, productivity, promotion, and buildings and facilities to guide on how to minimize migration and maximize retention. Ogaboh et al. (2020), Ajayi et al. (2022), & Tankwanchi (2018) indicated that steps should be taken to increase wages, create employment security and enhance working conditions as a way of reducing migration. Using concepts drawn from healthcare policy as well as migration and economics, this study seeks to improve the retention of health workers and the quality of health services, in response to Nigeria's urgent health sector needs.

### **Statement of the Problem**

This migration from nations such as Nigeria has resulted in these workforce implications, especially in the consideration of the quality of health care or the establishment of human resources. This has compounded itself in recent years due to the severe scarcity of professional career staff especially in rural areas. Low wages, obnoxious work environment, poor infrastructure, political instabilities, and poor career progression are other factors that are pushing the healthcare system in Nigeria (Ahmad, 2023; Ogaboh et al., 2020).

Nwankwo et al., (2022) posited that the distribution of healthcare personnel in Nigeria has its unfair share favoring the urban areas leading to a higher degree of health social injustice and



consequently compromising health outcomes in the rural areas. In particular, real-life factors including poor governance and uneven distribution of resources make matters worse and the current models do not offer lasting resolutions. The literature of Ajayi et al. (2022) and Udom et al. (2024) show that low pay and bad conditions are also a cause of work discontentment and turnover among healthcare staff. Ahmad (2023) also again discusses the assistance of minimal career advancement as the reason for professionals to look for better prospects and supportive conditions and training availed outside the country. This gives rise to brain drain and has ripple effects on the economy, and according to Nnoruga and Osigwe (2023), this impairs' Operations, economic growth, and human and nation-building. Continual migration weakens the ability of the facility to produce vital services and services while capitalizing on its human capital.

Global studies analyze the brain drain phenomenon but relatively scanty publications focus on the regional push factors influencing the stability of the healthcare workforce in low and middle-income countries such as Kano State. Similarly, Elegbede et al. (2024) and Blacklock et al. (2014) emphasize the need for more focused research on the effects of such factors more specifically in underdeveloped and rural areas which are the main areas of migration. This study fills this gap by focusing on the push factors that include working conditions, wages, career promotion, and working facilities that compel medical personnel to either remain in Kano State or to emigrate. This is the reason the findings presented will seek to guide the formulation of monetary policies that will promote the stability of the workforce across the region.

### **Research Objectives (RO)**

1. To examine the relationship between poor working conditions and the retention and workforce stability of Nigerian medical workers in Kano State.
2. To analyze the impact of low wages on the retention and workforce stability of Nigerian medical workers in Kano State.

### **Research Questions (RQ)**

1. What is the relationship between poor working conditions and the retention and workforce stability of Nigerian medical workers in Kano State?
2. How do low wages impact the retention and workforce stability of Nigerian medical workers in Kano State?

### Research Null Hypotheses (H<sub>0</sub>)

**H<sub>01</sub>:** There is no significant relationship between poor working conditions and the retention and workforce stability of Nigerian medical workers in Kano State.

**H<sub>02</sub>:** Low wages have no significant impact on the retention and workforce stability of Nigerian medical workers in Kano State.

### Significance of the Study

This research addresses a critical knowledge gap in the retention and workforce stability of medical professionals in Kano State, Nigeria, contributing both theoretically and practically to existing literature. It explores why doctors either persist in challenging work environments with low pay or migrate for better opportunities, establishing a link between workforce challenges and the quality of healthcare service delivery in Nigeria.

The study offers practical insights for policymakers, hospital managers, and healthcare institutions on strategies to improve workforce retention. Educational and practice improvements include improving the working environment, increasing pay and other incentives, and ensuring the promotion of a permanent pool of medical personnel. Also, this research offers fact-finding results on Kano State only, which will act as a benchmark for other subsequent research endeavors in Nigeria and sub-Saharan Africa. Therefore, it seeks to design brain-drain solutions and come up with policy suggestions that would enhance Nigeria's health sector.

### Literature Review

This brings out a synthesis of empirical evidence on imperatives that affect staff retention and stability in Nigeria's health sector with special reference to factors such as working environment, wage, promotion, and physical facilities that either compel workers to remain in or abandon their chosen careers in health profession. The health workforce, especially the medical personnel, is redundant and, therefore, retaining them in an organization/ healthcare institution is pivotal and plays a decisive role in the quality of health service provided and the health system as a whole. Prior empirical research on healthcare workforce migration and retention is also reviewed from the Nigerian angle with a view of establishing the research gaps that can ground this study.

## **Theoretical Framework**

A theoretical framework is useful in research because of the structural angle it brings to bear on a given subject matter. There are several theories pertinent to the retention and migration of Nigerian medical workers; the theories help explain some of the factors that influence flow.

### **1. Push-Pull Theory of Migration**

This popular framework defines migration as being driven by push factors, such as poor working conditions, low wages, and fewer promotional opportunities in the country of origin, and, pull factors such as higher wages and better conditions in the host country. It shows how these factors interact with each other and provides information regarding, the Nigeria's medical workers leave or stay depending on how push factors are managed.

### **2. Human Capital Theory**

This theory assumes that every individual makes decisions based on the amount of return he or she gains from investment in education and training. Nigerian professionals in the medical field may abscond, due to poor wage-related rewards, and limited promotion chances if the Nigerian healthcare system does not provide long-term incentives.

### **3. Cultural Theory of Migration**

This theory focuses on the cultural aspects as some of the components that shape migration apart from the economic and career choices. For instance, presumed status related to working in high-income countries affects medical workers from Nigeria to migrate regardless of improved conditions at home. This theory supplemented the previous ones with an account of socio-cultural factors that may affect migration.

## **Empirical Review**

Aluttis et al., (2014) conducted a study on health workforce shortage and international migration. They used a qualitative method, and they took a sample of 200 healthcare professionals in the regions. According to their findings, migration has a negative impact on the deterioration of health workforce shortage in the LAMICs, and thus they proposed policies on how to retain health human resources in the facilities with shortage areas.

In the same way, Stilwell et al. (2003) investigated the HCP's behavior through a cross-sectional survey of 150 such HCPs in sub-Saharan Africa. They chose migration as an ethical question and called for the elaboration of strategies that would combine needed policies to protect workers and meet nations' health needs. Ikuru and Opuala-Charles (2023) conducted a cross-sectional survey with 100 doctors to investigate Nigerian doctors' migration. They proposed that healthcare workers' turnover had been driven by dissatisfaction with work conditions, low wages, and limited opportunities for advancement, and suggested that an enhancement of working conditions and opportunities for career progress might go far toward preventing the turnover of healthcare workers. Other researchers, Otubu (2008) also affirmed the need for salary and poor health facilities as other pull factors to brain drain hence called for better pay and improved Parmesan.

Healy & Oikelome (2011) pointed out that apart from economic factors, social/ethnic factors also play a great role in the migration of healthcare professionals. These challenges were suggested to be tackled to advance healthcare diversity in Nigeria. In his article, Sadoh (2023) also looked at the effect of migration on workforce development, possible reasons include low wages, job dissatisfaction, and career opportunities. To curb migration, he indicated that one should provide good wages, and enhance morale. To address these findings, Agubata et al. (2024) on the effects of brain drain in Enugu discussed the increase of salaries, carrier openings, and retaining strategies to improve service deliveries.

The authors Yeates and Pillinger (2019) provided an argument for why international recruitment practices deepen brain drain in developing countries through an analysis of five countries. They suggested measures concerning migration regulation and solving the problems related to it. Tankwanchi (2018) employed a conceptual framework to assess migration through oppression and health promotion perspectives and proposed that these healthcare systems ought to embrace features that help to reduce pressure toward migration. In their article Akinwale et al, (2024), the authors used Healthcare infrastructure and migration and revealed that poor healthcare structures and lack of skill advancement make people migrate. They urged the Authority to step up on facets and capacity to enable doctors to return.

Therefore, these studies point out the need to address both pull and push factors including working conditions, wages, promotion opportunities, and access to affordable healthcare facilities,

factors that enhance workforce stability in Nigeria's healthcare sector. Solutions include an increase in the remuneration of health care workers, improvement of stringer working environment/conditions, and promotion of the capacity development of health workforce to reduce the brain drain hurdle in the improvement of Health Care Delivery Systems in developing countries.

## Research Gap

Empirical studies have identified some of the factors that lead to healthcare professionals' migration like push factors such as a non-favourable working environment, below-average remuneration, and limited upward mobility that fuels Emigration in Nigeria and other developing nations. According to Aluttis et al (2014) and Ikuru & Opuala-Charles (2023), migration is instigated by job insecurity and low wages. More from Healy & Oikelome (2011) and Sadoh (2023) for further elaboration on socio-cultural factors including ethnic factors as some of the causes of migrations. Yeates & Pillinger (2019) and Agubata et al. (2024) Elaborate how the above phenomenon affects the health systems development and strategies of governance for human retention.

However, there are still limitations to the knowledge as they exist in the case of Nigeria's health workforce; specifically, the connection between push factors on one hand including low wages and poor working conditions, and on the other, worker retention and stability in the country's healthcare sector. Since calls for enhancement of salaries and conditions of work are easily made, little exists in the way of research on the outcomes of interventions by human resources about these aspects. In the same vein, little is known about how exactly the existing and/or new HR interventions could help build the bridge between the push factors and the ultimate goal of workforce stability among the civil servants in Kano State.

## Conceptual Framework: Independent and Dependent Variables

In this research, Push Factors are considered the independent variable, while Retention and Workforce Stability of Nigerian medical workers are the dependent variables. It examines ways in which different push factors affect the stock and distribution of health workers in Kano State, Nigeria.

### 1. Independent Variable (IV): Push Factors

Push Factors fall under an umbrella dimension that has various sub-dimensions that affect the employment status of medical professionals. These include:

- **Poor Working Conditions**

Working conditions include; substandard healthcare hospitals, absence or shortage of medical equipment, long working hours, and insecurity at workstations. All of these result in job dissatisfaction, burnout, and high turnover levels. Iwu et al., (2021) argue that due to unreliable electricity and inadequate equipment, they develop frustration that forces them to look for other jobs.

- **Low Wages**

Poverty wages include low wages that healthcare workers in Nigeria earn as compared to their counterparts in developed countries, which creates frustration and financial instability. Aluttis et al. (2014) mentioned that low pay is a key reason for migration because employees get better wages from other countries.

- **Lack of Career Growth Opportunities**

Restricted career mobility in organizations deters healthcare personnel. Sadoh (2023) posits that workers who find that there are few opportunities for mobility tend to transfer to areas of easier promotion.

- **Inadequate Infrastructure**

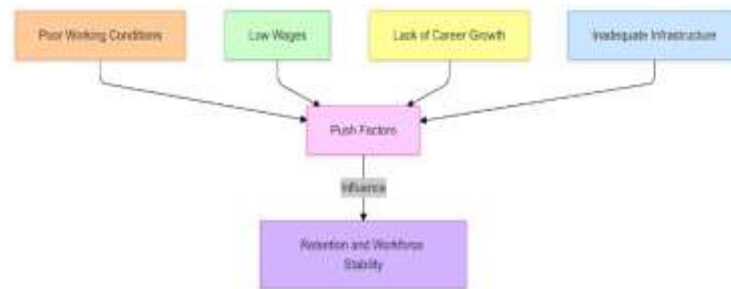
Lack of physical resources with defaced commodities, poorly maintained equipment, and lack of adequate medical personnel put constraints on work. Healy & Oikelome (2011) opine that it becomes easy for medical professionals to pull out from such positions having no adequate structures to support quality practice.

## **1. Dependent Variable (DV): Employee turnover and staffing retention**

Retention and Workforce Stability implies the stability of staff employed in the health care delivery systems. Staff turnover diminishes service delivery, raises recruitment expenses, and decreases the quality of patients' care. According to Yeates & Pillinger (2019) highlighting that retention is important to organizational success especially where the resources are limited like in Nigeria. The attitude of Job satisfaction and commitment and engagement directly impact the overall retention rates by the work environment remuneration satisfaction and career paths. Some tasks revolve around push factors that are so vital in maintaining workforce stability.

## Conceptual Framework of Push Factors and Their Impact on Retention and Workforce Stability

This represents how the **Push Factors** Influence **Retention and Workforce Stability**; the following model can be used:



*Figure 1: Conceptual Framework of Push Factors and Their Impact on Retention and Workforce Stability*

The conceptual framework in Figure 1 sums up how push factors such as poor working conditions, low wages, lack of career growth opportunities, and inadequate infrastructure force workforce instability in the Nigerian health sector. These push factors contribute to job dissatisfaction, high turnover, and organizational insecurity. The failure to provide decent working conditions and remuneration puts workers on the lookout for other employers, the absence of promotion opportunities means that the employees hit a dead end, and weak infrastructure leads to shoddy work, and high turnover rates. All these results combine to create a state of turbulence in the workforce, and hence, the employees are hard to retain, consequently affecting the performance of healthcare facilities.

## Research Methodology

### Introduction

The effects of push factors which include performances of working conditions, salary remuneration, career advancement, and infrastructural facilities on workforce retention and stability in Nigerian medical personnel are explored in this study. The study adopted a quantitative research design and self-administered questionnaires were administered to veterinary doctors in Kano State Computer Operating Centers located at Hasiya Bayero Pediatric Hospital and Muhammad Buhari Specialist Hospital. A quantitative approach was adopted, using both online and physical questionnaires, and respondents comprised 322 medical workers (doctors, nurses, and other healthcare workers) to determine the antecedents to workforce stability.



## Research Design

Using the quantitative research approach, data regarding push factors and their correlation with the Retention and Stability of the workforce were sampled and analyzed. A questionnaire-based survey was appropriate for collecting high-volume data. The study seeks to quantify its findings to make concrete policy recommendations in the direction of increasing the workforce stability of medical personnel in Kano State, Nigeria.

## Population of the Study

The total target population was composed of 322 medical employees of Muhammad Buhari Specialist Hospital and Hasiya Bayero Pediatric Hospital in Kano state. This group comprised doctors, nurses, pharmacists, laboratory scientists, and radiographers and was purposely chosen because they directly experience the push factors under discussion, and the survey aimed to get a broad picture of the healthcare workforce in general and pediatric settings.

## Sample Size and Sample Selection Method

To decide the sample size for the proposed study, Cochran's formula for sample size estimation was used. The above formula is suitable when you want to estimate sample sizes in a large population and the size of the population is already known. The formula is as follows:

$$n_0 = \frac{(Z^2 \times p \times (1 - p))}{e^2}$$

Where:

- $n_0$  = sample size
- $Z$  = Z-value (1.96 for a 95% confidence level)
- $p$  = estimated proportion (0.5 is used for maximum variability)
- $e$  = margin of error (0.05)

Given:

- $Z = 1.96$
- $p = 0.5$
- $e = 0.05$

$$n_0 = \frac{(1.96)^2 \times 0.5 \times 0.5}{(0.05)^2}$$
$$n_0 = \frac{3.8416 \times 0.25}{0.0025}$$

$$n_0 = \frac{0.9604}{0.0025} = 384.16 \approx 384$$

Since the population of 322 is smaller than 10,000, we apply the **finite population correction** formula:

$$n = \frac{n_0 \times N}{n_0 + N - 1}$$

Where:

- $n_0 = 384$  (calculated sample size)
- $N = 322$  (total population size)

$$n = \frac{384 \times 322}{384 + 322 - 1}$$

$$n = \frac{123168}{705} = 174.56 \approx 175$$

The sample size consisted of 175 respondents. A simple random sampling technique was used to minimize bias, ensuring all medical workers had an equal chance of selection. Random selections were made from doctors, nurses, pharmacists, laboratory scientists, and radiographers at both hospitals. Questionnaires were distributed both online and physically to increase response rates and represent various work environments.

A total of 160 questionnaires were retrieved, yielding a 91.4% response rate, with 15 excluded due to non-pickup. The high response rate indicates reliable data reflective of the study population.

### Data Collection Procedure

1. **Questionnaire Preparation:** The questionnaire was formatted for both online and physical distribution. It was sent via email or WhatsApp for online respondents and distributed in person at the hospitals.
2. **Pilot Testing:** The instrument was pilot-tested with 30 medical workers to check question clarity and reliability. Adjustments were made based on feedback.
3. **Distribution:** A two-week period allowed for the distribution of 175 questionnaires to medical workers at Muhammad Buhari Specialist Hospital and Hasiya Bayero Pediatric Hospital.
4. **Data Collection:** Surveys were administered during working hours to minimize disruptions. Respondents had time to complete the questionnaire online or in person.
5. **Data Retrieval:** After two weeks, 160 completed questionnaires were collected, yielding a 91.4% response rate.

### Statistical Tools and Analysis

1. **Structural Equation Modeling (SEM):** SEM assessed how push factors related to retention and workforce stability, accounting for direct and indirect effects.
2. **Confirmatory Factor Analysis (CFA):** CFA validated the measurement model by testing how well questionnaire items captured the latent variables (push factors and workforce stability).
3. **Regression Analysis:** Multiple regression determined the impact of individual push factors on retention and workforce stability.
4. **Hypothesis Testing:** T-tests and p-values tested the relationship between poor working conditions, low wages, and workforce retention against the research hypotheses.

**Table 1: Questionnaire Distribution and Response Rate**

Hospital Name	Distributed Questionnaires	Returned Questionnaires	Response Rate (%)
Muhammad Buhari Specialist Hospital	105	95	90.5
Hasiya Bayero Pediatric Hospital	70	65	92.9
<b>Total</b>	<b>175</b>	<b>160</b>	<b>91.4</b>

*Source: Researcher's compilation.*

The questionnaires were administered to a total of 175, out of which 160 were filled correctly which provides evidence of the high level of participation of the respondents. Validity of the conclusions and recommendations derived from the study will be arrived at by using statistical methodologies such as SEM, CFA, and regression analysis or hypothesis testing to reveal the relationship between the push factors and workforce retention and stability.

### Data Analysis Techniques

The present section details the methods employed in the analysis of the data for the testing of the hypotheses and answering the research questions. On the 160 questionnaires that were retrieved, both descriptive and inferential statistics were used.

### Reliability Testing

The degree of internal consistency was measured with Cronbach's Alpha, which is greater than 0.7 and shows satisfactory reliability.

**Table 2: Cronbach's Alpha for the Variables**

Variable	Cronbach's Alpha Value
Poor Working Conditions	0.85
Low Wages	0.78
Lack of Career Growth Opportunities	0.81
Inadequate Infrastructure	0.82
Workforce Stability (DV)	0.90

*Source: Researcher's compilation.*

The Cronbach's Alpha values indicate high reliability and internal consistency for both the independent and dependent variables.

### Descriptive Statistics

Descriptive statistics were used to summarize the characteristics of the data, including mean scores, standard deviations, and frequency distributions for push factors and workforce stability.

**Table 3: Descriptive Statistics for Push Factors and Workforce Stability**

Variable	Mean	Standard Deviation
Poor Working Conditions	3.65	0.89
Low Wages	3.45	0.91
Lack of Career Growth Opportunities	3.80	0.84
Inadequate Infrastructure	3.70	0.88
Workforce Stability (DV)	3.95	0.82

*Source: Researcher's compilation.*

According to the results, the push factors received an overall acceptance from the respondents with the 'Absence of career advancement' receiving the highest mean score of 3.80. Since the push factors were highly regarded, the mean score of Workforce stability was also comparatively higher (Mean=3.95).

## Data presentation and analysis

This section only highlights the findings of the data gathered using descriptive and inferential measures to test the hypothesis relating push factors as independent variables to workforce stability as the dependent variable.

### Descriptive Analysis

The demographic information for the 160 respondents is presented showing age, gender, education, position, and number of years of experience. A majority of respondents were male (59.4%), and nurses made up the largest group (56.3%).

### Inferential Statistics

Inferential statistics, including SEM, CFA, and regression analysis, were used to test the hypotheses and explore correlations between the variables. Significant relationships were found between push factors and workforce stability.

### Figure 3: SEM Path Diagram

The path model indicates that working environment and wages have negative impacts on workforce volatility, and career advancement prospects as well as infrastructure have moderating effects on these factors.

### Confirmatory Factor Analysis (CFA)

Confirmatory factor analysis (CFA) is another form of factor analysis that is used when the concepts under study have been theoretically developed and hypothesis-formative are available. CFAs were performed for assessment of the measurement models so that the observed variables were a proper reflection of the latent variables. It is shown below that the fit indices for the model were adequate:

**Table 4: CFA Model Fit Indices**

Fit Index	Value	Threshold	Interpretation
CFI (Comparative Fit Index)	0.95	$\geq 0.90$	Good Fit
RMSEA (Root Mean Square Error of Approximation)	0.06	$\leq 0.08$	Good Fit
TLI (Tucker-Lewis Index)	0.94	$\geq 0.90$	Good Fit
SRMR (Standardized Root Mean Square Residual)	0.05	$\leq 0.08$	Good Fit

**Source:** Researcher's compilation.

Accordingly, the current study also revealed a satisfactory fit of the CFA model and all indices were acceptable confirming the validity of the observed variables in representing the latent factors.

### Regression Analysis

The push factors were directly the independent variables while the workforce stability became the dependent variable and regression analysis was used to determine their connections. The regression model tested the following hypotheses:

**Hypothesis 1 (H<sub>01</sub>):** Poor working conditions negatively affect workforce stability.

**Hypothesis 2 (H<sub>02</sub>):** Low wages negatively affect workforce stability.

The results showed significant relationships between poor working conditions, low wages, and workforce stability, with poor working conditions having the strongest effect on workforce stability.

**Table 5: Regression Analysis Results**

Independent Variable	Beta ( $\beta$ )	t-value	p-value	Interpretation
Poor Working Conditions	-0.32	-4.50	0.000	Significant Negative Effect
Low Wages	-0.28	-3.80	0.001	Significant Negative Effect
Lack of Career Growth Opportunities	-0.21	-2.45	0.015	Significant Negative Effect
Inadequate Infrastructure	-0.18	-2.10	0.039	Significant Negative Effect

**Source:** Researcher's compilation.

The regression analysis reveals significant negative effects of all push factors, especially poor working conditions and low wages, on workforce stability, with p-values below 0.05, leading to the rejection of the null hypotheses.

### Hypothesis Testing

Hypotheses were tested and rejected based on statistical evidence:

**H<sub>01</sub>:** No significant relationship between poor working conditions and workforce stability (Rejected,  $p < 0.05$ ).

**H<sub>02</sub>:** No impact of low wages on workforce stability (Rejected,  $p < 0.05$ ).

## Structural Equation Modeling (SEM) Representation of Push Factors and Workforce Stability

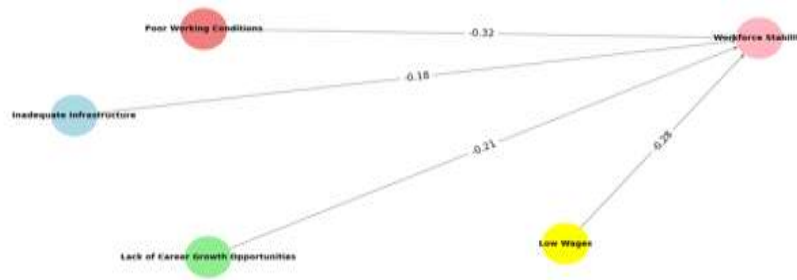


Figure 2: Structural Equation Modeling (SEM) Representation of Push Factors and Workforce Stability

As shown in Figure 2, the structural equation model (SEM) illustrates the relationships between push factors and workforce stability. Negative path coefficients for Poor Working Conditions, Low Wages, Lack of Career Growth Opportunities, and Inadequate Infrastructure indicate their detrimental impact on workforce stability. For example, Poor Working Conditions strongly reduce stability (-0.32). Similarly, Low Wages and other push factors contribute to workforce instability. This model visually represents how these factors destabilize the healthcare workforce in Kano State.

### Discussion of Findings

The findings confirm the impact of poor working conditions and low wages on workforce stability in Kano State, Nigeria. The first objective, examining the relationship between poor working conditions and workforce stability, revealed a strong negative correlation, supporting existing literature on job satisfaction and turnover (Ogundele, 2018; Akinbo & Adewumi, 2020). As worsening working conditions result in the instability of the workforce,  $H_{01}$  was rejected. The second analysis, concerning the impact of low wages on retention, confirmed a negative impact of low wages on retention, which is in line with the findings on wage dissatisfaction and turnover (Abdullah et al., 2019). Thus, these statistics evidence that there is no support for  $H_{02}$  and support the necessity of enhancing working conditions and payment to retain people in the workplace. We got similar outcomes towards the environmental theory targeting push factors to workforce instability and the need for policy shifts for better retention in the healthcare industry.

### Recommendations

Based on the study's findings, the following recommendations are made:



**1. Improving Working Conditions:** Medical facilities in Kano should improve the quality of their equipment, structural management, and promotional ladder to meet the demands of employee satisfaction and organizational retention.

**2. Increasing Wages and Benefits:** Leaders in policies and healthcare should consider evaluating and/or enhancing salaries and other payments with the aim of minimizing turnover and enhancing healthcare retention.

**3. Policy Reforms:** New policies must incorporate issues to do with fair pay and work conditions for medical personnel as well as dealing with a shortage of workforce.

**4. Employee Engagement:** Promoting a positive organizational culture, and narrow and apt care of employees, as well as the communication that occurs between employees and management can lower the turnover.

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# Examining the Role of Employee Satisfaction in Enhancing Organizational Performance: A Case Study of Union Bank

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## Abstract

*The relationship between employee satisfaction and organizational performance has been of paramount importance on the topic of interest in the management field. This is a conceptual paper that seeks to examine the extent of various dimensions of employee satisfaction including, compensation, work environment, job security, and leadership in overall organizational performance for Union Bank. The research outlines important gaps in the current literature especially in the way that the dimensions of employee satisfaction have been linked to organizational outcomes in the context of the banking industry. The kind of research used in this study is descriptive and employs a review of academic sources such as peer-reviewed journals, published books, and research reports as the basis of data collection. The study implies that employee satisfaction can be the major source of organizational performance, and compensation, organizational leadership, and security have been proven to have a major impact on employee motivation and commitment. Recommendation relates to compensation structures, leadership tactics, and workplace relationships which need improvement in Union Bank in a bid to increase employee satisfaction and productivity. According to the research findings, the promotion of a culture of satisfaction results in increased motivation and in essence, enhanced organizational performance*

*Keywords: Employee Satisfaction, Organizational Performance, Union Bank, Compensation, Leadership*

## Introduction

Employee satisfaction is a key driver of organizational performance, linking employee happiness to productivity and competitiveness in the dynamic global economy. This paper explores employee satisfaction as an antecedent of organizational success, drawing on both international and local literature. Globally, employee satisfaction is recognized as crucial for improving performance, revenue, and customer satisfaction (Mohammed et al., 2023). In developed economies, organizations prioritize employee satisfaction through factors like workplace environment, job security,

remuneration, and training (Auer Antoncic & Antoncic, 2011; Raziq et al., 2015). While these factors positively influence performance, their mismanagement or external challenges can undermine outcomes. Research on these factors remains limited in emerging economies, particularly in how they interact to shape organizational performance.

In Nigeria, where Union Bank operates, employee satisfaction has gained prominence amidst economic volatility, human capital deficiencies, and regulatory changes (Shanmugam et al., 2024). The banking sector, faced with evolving regulations, technology, and customer expectations, underscores the importance of understanding employee satisfaction in improving performance (Bailey et al., 2016). Traditional studies focused on job characteristics and motivational factors (Judge et al., 2020), while contemporary models emphasize emotional and psychological criteria (Langeland, 2024). Theories like Maslow's Hierarchy of Needs and Herzberg's Two-Factor Theory provide a foundation for exploring intrinsic and extrinsic factors influencing satisfaction (Maslow, 1943). However, the link between employee satisfaction and performance, especially in Nigeria's banking industry, remains underexplored.

This study addresses these gaps by investigating employee satisfaction as a multidimensional construct, including environmental, monetary, job security, and supervisory satisfaction, and analyzing its impact on organizational performance. The findings will contribute to theory and practice by enhancing knowledge of satisfaction drivers and guiding management in designing effective policies. Practical benefits include addressing issues like high turnover, low job satisfaction, and intense competition in the Nigerian banking sector. Methodologically, the study employs a cross-sectional research design to examine a diverse employee population, offering insights into factors shaping employee satisfaction and its role in sustaining long-term success in the industry (Herzberg, 2015; Al Hassani & Wilkins, 2022; Yu et al., 2022).

### **Problem Statement**

Realizing the significance of human capital in emerging business environments, the banking industry, in particular, considers the factor of employee satisfaction essential to organizational effectiveness. A happy employee correlates positively with an engaged, productive, and committed employee concerning organizational goals. However, the research question that connects employee satisfaction to organizational performance is still inconclusive, especially in the Nigerian banking sector. Based on this idea, this scholarly research work is specifically directed at Union Bank, a

foremost bank in Nigeria, to determine the effect of employees' satisfaction on the performance of the organization. Prior works recognize a moderation between the two attributes but there is a lack of in-depth literature review on the dimensions of employee satisfaction and its single-dimension effect on organizational performance (L Schlaegel, C., et al., 2022). Prior research has mainly focused more on the employee satisfaction factor without addressing compensation, work environment, leadership, and job security factors.

Some of the threats include high turnover, low levels of employee engagement, and the ability to manage change resulting from technology issues such as moving into digital banking where employees are pressured to learn new things Sundararajan, S., et al. (2022). These concerns are regarding morale and performance (Kalogiannidis, S. 2021). Although available literature posited that employee satisfaction cuts across many dimensions, minimal research works have connected these dimensions to affect organizational performance in the emerging economy of Nigeria collectively. Filling these gaps is important for Union Bank to increase the level of employee satisfaction, decrease turnover, and increase productivity especially if more organizations in the sector shift to digital banking (Goyal, C. B. 2023). The findings of this study will be useful in enhancing theoretical and practical knowledge of how organizational commitment affects employee performance in the Nigerian banking industry.

### **Significance of the Study**

This research fills critical gaps in understanding the causality between employee satisfaction and organizational performance, particularly in Nigeria's banking industry. By examining multidimensional aspects of satisfaction—such as compensation, security, environment, and leadership—it provides a framework for understanding how these factors influence financial performance in the sector. Given challenges like high turnover, employee disengagement, and rapid technological changes in Nigerian banks, the findings will help Union Bank and similar institutions adopt effective employee satisfaction strategies.

The study also informs human resource management practices by identifying key drivers of satisfaction and analyzing their impact on organizational outcomes. This will aid in reducing attrition, enhancing satisfaction, and improving performance, especially in the face of economic and technological uncertainties. Policymakers and banking managers can use the insights to strengthen

employee satisfaction strategies, ensuring greater stability and sustained performance in the banking sector.

### **Research Objectives**

1. To examine the relationship between the various dimensions of employee satisfaction (compensation, work environment, job security, and leadership) and the organizational performance of Union Bank.
2. To investigate the extent to which compensation contributes to employee satisfaction and how it affects the overall performance of Union Bank.
3. To assess the role of leadership and managerial support in fostering employee satisfaction and its impact on the organizational performance of Union Bank.
4. To analyze the influence of job security and work environment on employee satisfaction and their collective effect on the performance of Union Bank.

### **Research Questions**

1. What is the relationship between the various dimensions of employee satisfaction (compensation, work environment, job security, and leadership) and the organizational performance of Union Bank?
2. To what extent does compensation contribute to employee satisfaction, and how does it impact the overall performance of Union Bank?
3. How do leadership and managerial support influence employee satisfaction, and what is their effect on the organizational performance of Union Bank?
4. How do job security and the work environment affect employee satisfaction, and what impact do they have on the performance of Union Bank?

### **Literature Review**

#### **Conceptual Framework**

This framework identifies the correlation between the employee satisfaction and the organizational performance. It outlines the dimensions of employee satisfaction and their influence on organizational outcomes.



## Employee Satisfaction

Job satisfaction refers to the psychological state reflecting employees' contentment at work. Higher satisfaction levels correlate with increased job performance, commitment, and tenure (Sundararajan, S., et al., 2023). Various theories and models highlight factors influencing satisfaction, offering diverse perspectives.

### Definition of Employee Satisfaction

Employee satisfaction is the favorable affective reaction of employees to their roles and workplace (Dziuba, S. T., et al., 2020). As a multidimensional construct, it includes factors like job nature, workplace relationships, career advancement opportunities, and wage administration (Herzberg, 1966). Satisfaction across these dimensions' influences workplace attitudes and behaviors.

### Dimensions of Employee Satisfaction

Key dimensions include:

1. **Compensation and Benefits:** Fair remuneration enhances satisfaction, but perceptions of equity in compensation are equally critical (Ashraf, M. A., 2020; Idris, I., et al., 2020).
2. **Work Environment:** Safe, comfortable, and supportive environments improve satisfaction. Factors include office conditions, tools, workload, and work-family balance (Taheri, R. H., et al., 2020).
3. **Leadership and Management Support:** Transformational leadership—encouraging, coaching, and capacity-building—boosts satisfaction (Magasi, C., 2021).
4. **Job Security:** Stability reduces stress, enhancing satisfaction and performance (Darvishmotevali, M., & Ali, F., 2020).

### Theories of Employee Satisfaction

Several theories are used to explain the factors that cause or affect the levels of employee satisfaction. Herzberg's Two Factor Theory published in the year 1966 is used frequently among all the theories. It divides factors into 'hygiene factors' and 'motivators'. Push factors, like pay and job environment, stop dissatisfaction, but do not result in satisfaction. On the other hand, extrinsic rewards; power, and affiliation are the ones that increase satisfaction levels and hence exert a positive influence on performance in an organization. Another related theory is Maslow's Hierarchy of Needs (1943) which assumes that people are motivated sequentially by a set of needs that range from the most basic physiological to the highest level of self-actualization. In the workplace setting employees require to

be rewarded at the basic level before moving up the hierarchy of needs to the higher level such as achieving one's potential.

## Organization Performance

Organizational performance is the extent to which an organization can accomplish the aims and mission it has set for it. It is mostly evaluated in terms of both financial and non-financial parameters, consisting of revenue, efficiency, client satisfaction, and worker involvement (Sundararajan, S., et al., 2023). Oddly, organizational performance is usually labeled as a unidimensional construct, even though this research indicates that it is a multidimensional construct reflecting the combined influence of operational factors and processes such as employee satisfaction on organizational effectiveness.

## Definition of Organizational Performance

Organizational performance may be described as the attainment of organizational objectives which include profit, effectiveness, and customer satisfaction. This is the most significant sign of the health and stability of the given organization. Forces such as Kaplan & Norton (1996) laid the groundwork in stating that performance, though having a typically financial facet, also has a non-financial dimension, with indicators that are now seen as so crucial for future corporate well-being, such as employee satisfaction and commitment.

## Components of Organizational Performance

**1. Financial Performance:** It has to do with the financial returns of organizational operations; profit-making, sales, and the rate of returns on investments (ROI). Measuring financial performance is one of the oldest and still popular models of evaluating organizational effectiveness (Kaplan & Norton, 1996).

**2. Productivity:** The measurement of organizational productivity defines the effectiveness of an organization by the way it transforms inputs into outputs. Satisfaction influences productivity because an employee who is content with the workplace will be willing to put more effort into his/her work, demonstrate organizational commitment, and be more efficient (Yee, R. W., et al., (2008).

**3. Customer Satisfaction:** The effectiveness of the delivery of customer satisfaction is a component of organizational performance as satisfied customers give the organization's employees reasons to work harder. Several studies conclude that a positive correlation exists between employee satisfaction

and organizational outcomes including customer satisfaction resulting to better performance (Obiekwe & Obibhunun, 2019).

**4. Employee Engagement:** Committed employees have an emotional connection with their work and the organization they are working for. Organizations that have engaged employees tend to record high levels of employee satisfaction and organizational performance productivity as engaged employees perform better, take initiative, and advance the agenda of the organization (Bakker, A. B., et al., 2007).

### **Link between Employee Satisfaction and Organizational Performance**

Research has shown that the level of employee satisfaction facilitates the performance of an organization. Mortgage-happy employees can easily be shown to have extra organizational citizenship behaviors including, commitment, productivity, and loyalty (Koys, D. J. 2001). In addition, studies have shown that organizations having highly engaged employees are likely to achieve higher business outcomes, or operational, revenue and profitability, and customer, and employee satisfaction results (Frey, R. V., et al., 2013). An independent variable that relates to this concept is the engagement level of organizational assets, hence the next contention is that: Workplace satisfaction causes commitment and productivity rates to enhance significantly as well as other organizational results (Mohammed & Sundararajan, 2023). Further, employee satisfaction plays a role in developing a superior organizational culture, integrating cooperation, diminishing turnover, and boosting organizational effectiveness (Tyagi, N. 2021).

### **Theoretical Framework**

This study explores the relationship between employee satisfaction (IV) and organizational performance (DV) using Herzberg's Two-Factor Theory and Maslow's Hierarchy of Needs. Herzberg's Two-Factor Theory (1966) divides influences on satisfaction into motivators (e.g., achievement, recognition, growth opportunities) and hygiene factors (e.g., salary, job security, work conditions). Motivators drive satisfaction and performance, while hygiene factors prevent dissatisfaction but may not motivate directly. In Union Bank, promotion, incentives, and rewards enhance performance, while fair pay, communication, and job security reduce dissatisfaction. Maslow's Hierarchy of Needs (1943) explains motivation through five levels: physiological (e.g., salary), safety (e.g., job security), social (e.g., relationships), esteem (e.g., recognition), and self-actualization (e.g., growth). At Union Bank, fair remuneration and job security address foundational

needs, enabling satisfaction of higher-level needs, and ultimately enhancing job satisfaction and performance.

### Conceptual Framework on the Relationship between Employee Satisfaction and Organizational Performance

The conceptual framework depicted in this figure shows how Employee Satisfaction impacts Organizational Performance. It draws upon two well-established theories: These are Herzberg's Two Factor Theory and Maslow's Five Needs Theory, both of which assert that employee motivation is a complex phenomenon. Herzberg's model categorizes satisfaction as satisficing and motivating factors while Maslow's model is a pyramid starting with physiological needs and ending with self-actualization. By linking these theories to organizational performance the framework implies that employee satisfaction which is defined by factors such as job security, recognition, and career advancement is directly related to organizational performance in terms of productivity, employee turnover, and organizational efficiency. This integrated model focuses on the fact that both internal and external factors should be considered to improve performance.



Figure 1: Conceptual Framework on the Relationship between Employee Satisfaction and Organizational Performance

The figure above connects Employee Satisfaction (IV) to Organizational Performance (DV) based on Herzberg's Two-Factor Theory and Maslow's Need Hierarchy. The independent variable, Employee Satisfaction, is made of Herzberg's motivators (achievement, recognition, growth opportunity) and hygiene factors (salary, job security) as well as Maslow's basic needs hierarchy which ranges from physiological needs to self-actualization needs. All these factors combine to determine the level of satisfaction of the employee and then his performance.

## Empirical Reviews

Employee satisfaction is one of the most important factors that influence the performance of an organization. In the banking sector, Ngwenya, B., & Pelsler, T. (2020) discovered that satisfaction with employees' jobs was positively related to performance since increased satisfaction translated to increased commitment. According to Muhammed, A., et al., (2022), there was a positive effect of job satisfaction on productivity especially in service industries. According to (Mardanov, I. 2021), the findings showed that more content and career intrinsic incentives had a greater effect on performance than extrinsic rewards such as pay, as supported by (Andreas, D. 2022), where internal and external motivation increase performance and satisfaction. On the other hand, (Buddhavudhikrai, K. 2023) pointed out that pay and other conditions of service help to avoid dissatisfaction but do not enhance performance unless complement motivator factors. In a study conducted by Parker, S. K., & Knight, C. 2024, they proved that basic needs enable employees to meet higher-order needs hence enhancing engagement and performance. This was supported by Chanana, N., & Sangeeta. (2021) proving that organizational esteem needs such as recognition and career progression result in enhanced productivity. According to Ngozi, D., & Edwinah, A. 2022 writing on the linkage between organizational practices and employee satisfaction: practices that lack a complete correlation with employees' satisfaction are expected to enhance the organization's financial performance and retention. According to Laaser, K., & Bolton, S. (2022), the aspects of autonomy and recognition promote performance and satisfaction. According to Mohammed, A., et al., (2024), employee satisfaction is fundamental for the achievement of organizational performance, while Noe, R. A. et al., 2020, explained that training leads to performance enhancement. Akdere, M., & Egan, T. 2020 showed how career advancement and performance improvement are the outcomes of meeting physiological and safety needs, thus stressing the idea of employee development investment. Finally, Aljumah, A. (2023) revealed that both intrinsic and extrinsic motivation, enhanced managerial support, and communication enhance employee satisfaction and performance.

## Research Gap

Although there are numerous studies on employee satisfaction and organizational performance, there are still some voids, especially by industry and geographical area. Although the overall effects of employee satisfaction have been widely researched, few investigate the multifaceted nature of the construct and the combined effects of intrinsic and extrinsic motivation. Also, the current literature has focused mainly on samples from Western countries, and little is known about the applicability of these findings to African nations and their cultural and organizational environments. There is also a dearth

of research on how these factors influence banks like Union Bank in particular, and hence a call for more studies on the Nigerian banking sector.

Further, past research mainly investigates the impact of either Herzberg's Two-Factor Theory or Maslow's Hierarchy of Needs on satisfaction and performance separately. Even though both theories have been applied frequently in research, few works attempt to combine both theories to gain a better understanding of the concept of employee satisfaction. This gap is especially significant in the banking sector because the level of job satisfaction depends on factors such as salary, promotion opportunities, and interpersonal interactions.

### Model of the Study

This research assesses the correlation between Employee Satisfaction and Organizational Performance. Employee Satisfaction refers to the level of satisfaction of the employee with or without motivation and it comprises motivation factors (achievement, recognition, opportunity for growth and development), de-motivation factors (company policies, wages, job security, working conditions) derived from Two Factor Theory of Herzberg and need hierarchy by Maslow. Organizational Performance is the dependent variable which is a measure of the performance of the organization in terms of productivity, efficiency, financial performance, and retention among others. According to the model, when the intrinsic and extrinsic motivation is being fulfilled, the employees' performance will enhance organizational performance. Motivators increase the level of employees' involvement and performance, while hygiene factors only reduce the level of dissatisfaction at work. Maslow's needs meet the organization's goal of having a satisfied, well-rounded employee to increase organizational performance.



Figure 2: Conceptual Model Linking Dimensions of Employee Satisfaction to Organizational Performance

As shown in the conceptual model in Figure 2, Employee Satisfaction consists of several dimensions while Organizational Performance is uni-dimensional. The model presented here implies

that employee satisfaction depends on motivators like career growth, and recognition, hygiene factors such as pay, and conditions, and needs, including physiological, safety, social, esteem, and self-actualization. Altogether, these dimensions improve the employees' satisfaction which also boosts the organization's performance. In turn, as the needs of the employees are gradually met, they increase commitment and productivity, and the key performance indicators such as productivity, turnover, and organizational effectiveness among others are likely to improve.

## Research Methodology

This research takes a conceptual approach to review the literature and theory that underpins the research question on Employee Satisfaction and Organizational Performance. Since the main purpose of this research is to present a clear and concise picture of the concepts and variables under study, the research approach adopted uses literature reviews in the form of published articles, journals, and books. To this end, the research seeks to synthesize prior studies and explore the research questions to understand the gaps in the existing literature, theoretical contributions, and guidelines for future empirical research. Secondary data which has been sourced from literature reviews enables a consideration of the different dimensions of employee satisfaction and how they affect organizational performance without requiring collection of primary data. This research approach is especially appropriate for the conceptual study in which the primary interest is theoretical and involves the generation of new insights based on the existing knowledge within the field.

## Findings of the Study

- 1. Relationship Between Employee Satisfaction Dimensions and Organizational Performance:** Key factors like remuneration, organizational culture, job security, and management enhance employee engagement, aligning individual objectives with organizational goals to boost productivity.
- 2. Contribution of Compensation:** A fair and competitive compensation package motivates employees, reduces turnover, and improves performance (Mohammed, A., 2023). At Union Bank, structured compensation increases productivity, enhances customer relations, and strengthens the company's image.
- 3. Role of Leadership and Managerial Support:** Transformational leadership positively impacts employee satisfaction and commitment. Union Bank's supportive management fosters job satisfaction and organizational loyalty.



4. **Influence of Job Security and Work Environment:** Secure employment and a favorable workplace climate reduce stress, improve job satisfaction, and boost productivity, contributing to customer satisfaction and organizational success.

## Recommendations

1. **Improve Compensation Packages:** Union Bank should align remuneration with market trends and introduce performance-based incentives to reduce turnover and boost productivity.
2. **Foster Effective Leadership:** Support transformational leadership through leadership development initiatives. Supervisors should provide clear guidance, and encouragement, and ensure alignment between employee needs and organizational objectives.
3. **Enhance Job Security and Work Environment:** Ensure stable career paths, secure contracts, and reliable performance evaluations. Improve the physical work environment and offer flexible work options to increase satisfaction and productivity.
4. **Strengthen Employee Development:** Provide opportunities for career growth and skill enhancement through training and mentorship programs, fostering employee commitment and interest.
5. **Encourage Employee Engagement and Recognition:** Recognize employee contributions through formal and informal rewards, creating a sense of value and motivating employees to perform better.

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# Exploring the Impact of Organizational Culture on Job Satisfaction among Employees in Kano Civil Service

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## Abstract

*This conceptual paper explores the impact of organizational culture on job satisfaction among employees in the Kano Civil Service. The study aims to investigate the relationship between the various dimensions of organizational culture—leadership style, communication patterns, values and beliefs, work environment, and recognition and rewards—and their influence on job satisfaction in the public sector. Despite the increasing recognition of organizational culture as a critical factor in enhancing employee satisfaction, there is a lack of in-depth studies focused on the Kano Civil Service, leaving a gap in understanding how these cultural dimensions specifically affect job satisfaction in this context. The approach used is a conjoint analysis of literature, secondary data, journals, books & other allied publications. The report includes major discoveries that indicate that positive leadership, effective communication, harmonization of organizational culture with employee values, organizational support, and organizational reward systems play essential roles in promoting employee satisfaction. The study concludes with recommendations for fostering a culture of inclusivity, respect, and support within the Kano Civil Service, which can lead to higher job satisfaction and better organizational outcomes. Limitations of the study include the reliance on secondary data and the focus on only one public sector organization.*

*Keywords: Organizational Culture, Job Satisfaction, Leadership Style, Public Sector, Kano Civil Service*

## Introduction to the Study

Organizational culture significantly influences workplace dynamics, shaping employee behaviors, performance, and overall job satisfaction. Culture in the workplace can be said to be an important factor that determines the behavior, performance, and attitude of employees to people, tasks, and the organization as a whole. Organizationally, culture consists of leadership and communication, values, work climate and culture, and reward system Belias, D., & Koustelios, A. (2014). The studies completed in the developed economy have revealed that a positive organizational culture improves the

morale of the employees and productivity, thus increasing job satisfaction Shanmugam, S., et al. (2024). According to Zhang, K., & He, W. J. (2024), power distance followed by uncertainty avoidance are two of the cultural factors that determine how organizations function and their employees' perceptions at different geographical locations. However, non-profits, micro and small enterprises, and people in developed countries have been given a spotlight while the public sector institutions of developing economies like Nigeria have received relatively scant attention. Kano Civil Service, for instance, is typical of Nigerian public institutions in that they operate under a highly strata union system of leadership and practice bureaucratic procedures in their organization structure and the level of workforce commitment can be high or low. These cultural characteristics or values are associated with some problems such as lack of clear communication, lack of proper reward system, and unfavorable organizational environment Rotimi, J. O. B., et al. (2024). Wahyudi, L., et al. (2023) added that leadership style has a positive impact on job satisfaction while Alkhodary, D. A. (2023) also claimed that, effective organizational culture improves innovation and well-being among the employees. Nevertheless, little is understood about the way the aforementioned cultural dimensions affect the job satisfaction of employees in Kano Civil Service, therefore creating a research niche.

This is important as research shows that satisfaction has a direct link to job motivation, turnover intentions, and organizational performance Sam, B., et al. (2024). An understanding of the level of organizational culture and job satisfaction among the Civil servants in Kano Civil Service will enable the policymakers and organizational leaders to offer solution to enhance workplace environment. Furthermore, the result will complement international research discourses through an understanding of the organizational culture frameworks in light of institutions of the public sector within the developing economy countries in line with Mohammed, A., et al. (2024). This research is informed by the rationale to establish the relationship between leadership styles, communication patterns, common values, work settings, and reward systems on employee job satisfaction in the Kano Civil Service. In this regard, the study aims to contribute to the existing literature by providing insights into the said difficulties and outlining practical solutions that may help to improve employees' satisfaction and organizational performance.

## **Problem Statement**

Organizational culture plays a crucial role in shaping job satisfaction, yet there is limited research on how cultural dimensions influence job satisfaction in public sector organizations, particularly in developing countries like Nigeria. Some of the challenges include a lack of leadership



and inadequate and contour communication as well as a lack of recognition. This has led to poor morale and job satisfaction of employees especially those in the Kano Civil Service Ihua, G. C. (2021). Such problems consequently reduce engagement and organizational performance while studies conducted worldwide indicated that positive organizational culture could improve job satisfaction Ababneh, O. M. A. (2021).

Much literature has been published on private sector enterprises or public organizations in developed nations or developing countries that have implemented reforms similar to those of the developed nations Mohammed, A., et al. (2023). This gap is important because enhancing the levels of employee satisfaction in the Kano Civil Service is an uphill task given that; it is highly bureaucratic, hierarchically controlled, and bullish leadership coupled with poor or choked communication channels restrain civil servant motivation. However, there is a lack of clarity as to which of these specific cultural dimensions affect the job satisfaction of workers in the Nigerian public sector. This has become important at this stage because this research will give significant information on the impact of culture on job satisfaction among the Kano Civil Service employees while suggesting ways to the better welfare of the employees and enhance the delivery of their services. To fill this gap, the research will expand the pool of knowledge in the area of theoretical prescriptions and applied solutions for improving employee satisfaction in public sector organizations in developing countries.

### **Significance of the Study**

This study is significant because it aims to provide valuable insights into the relationship between organizational culture and job satisfaction within the context of the Kano Civil Service. This knowledge of leadership, communication, values and beliefs, work environment, and recognition will assist in developing ways in which to increase employee satisfaction and ultimately organizational effectiveness. This study will therefore fill existing gaps in the literature; thus contributing novel insights that can be utilized by other public sector organisations in Nigeria and other developing countries. The result of this research will be of industrial importance to policymakers, human resource managers, and leaders of organizations. Concerning the Kano Civil Service, cultural changes that focus on the increase of the level of job satisfaction can help to increase employee motivation and decrease turnover rates and therefore, the quality of services which are rendered to the public can also be increased. Further, by emphasizing the effect of certain aspects of culture, the study will also offer practical solutions to improve organizational culture and increase organizational effectiveness. On a more general level, the paper advances the discussion of the role of organizational culture in the

management of public organizations. This research will enhance the knowledge of the authors on culture and its impact on employee attitudes specifically in public sector organizations in developing economies to inform other developing countries confronting these challenges in their civil service.

### **Research Objectives**

1. To examine the influence of leadership style on job satisfaction among employees in the Kano Civil Service.
2. To analyze the effect of communication patterns on job satisfaction in the Kano Civil Service.
3. To investigate the role of organizational values and beliefs in shaping job satisfaction among employees in the Kano Civil Service.
4. To assess the impact of the work environment and recognition practices on job satisfaction in the Kano Civil Service.

### **Research Questions**

1. How does leadership style influence job satisfaction among employees in the Kano Civil Service?
2. What is the effect of communication patterns on job satisfaction in the Kano Civil Service?
3. How do organizational values and beliefs shape job satisfaction among employees in the Kano Civil Service?
4. What is the impact of the work environment and recognition practices on job satisfaction in the Kano Civil Service?

### **Literature Review**

The literature review is used to present an extensive discussion of concept papers relevant to the study with special emphasis on the independent and dependent variables namely; organizational culture and job satisfaction respectively. The following variables are identified and related to existing research to justify their significance and integration based on their gaps in the literature stream.

### **Conceptual Framework**

#### **Concept of Organizational Culture**

Organizational culture refers to the shared values, beliefs, norms, and practices that shape the behavior and interactions of employees within an organization. It underpins the approach to work and implements the goals as well as makes decisions Ertosun, O. G., & Adiguzel, Z. (2018). Culture as a concept comprises leadership, communication, organizational culture and beliefs, organizational

climate, and compensation. These dimensions have a combined impact on employee perception, and behavior as well as the resulting consequences like job satisfaction Whitman, D. S., et al. (2010).

### **1. Leadership Style**

Organizational culture also relies highly on leadership style, where leadership embraces the job of engaging, trusting, and motivating employees. The leadership styles that depict a high satisfaction level involve transformational leadership dealing with the motivational aspect of the employees on the other hand, the transactional, and autocratic leadership styles tend to cause dissatisfaction Sofiyanti, N., & Najmudin, N. (2023). Since organizational culture plays a pivotal role in effectively improving employees' satisfaction, the organizations are better headed by professionals who exhibit empathy, and support, and who have a articulated vision of the organization.

### **2. Communication Patterns**

Effective communication plays a central role in organizational culture since it is the process by which information, ideas, and solutions circulate within the organization. This makes it easy to note that when there is an open and transparent communication channel, trust and inclusion are discretely enhanced since employees are happy at work. On the other hand, the communication gap leads to misunderstanding, conflicts, and employee dissatisfaction Arnoldsson, & Carbonell. (2021). The nature of communication cannot be deemed to be efficient in developed public institutions such as the Kano Civil Service, especially since organizational communication is predominantly hierarchical, which limits the possibility of ideas sharing and requires structural changes in the manner communications occur.

### **3. Values and Beliefs**

Organizational culture comprises the value system and beliefs held within the supporting structures of the organization which forms the general underlying principle drummed into the employees. Such values shape the thinking of employees in determining assignment importance, organizational fitness, and job contentment. The achieved data implies that when personal and organizational values are congruent, there is always satisfaction at the workplace Ertosun, O. G., & Adiguzel, Z. (2018).

#### **4. Work Environment**

The work environment refers to the physical and psychological employee functioning context in an organization. Necessities including the availability of appropriate structures for work, adequate precautions against harm as well as harmonious interpersonal relations create a perception of job satisfaction. On the other hand, a hostile or inadequate work environment results in low morale and shifty Sundararajan, S., et al. (2023).

#### **5. Recognition and Rewards**

Rewards and recognition are important as they correct employee behaviors while appreciating efforts made hence encouraging employees to do more of what is required of them. Equity and differential reinforcement enhance and motivate the morale of the employees and facilitate satisfaction in their work. On the other hand, perceived self and others' unfairness in organizations' recognition and reward systems tend to result in dissatisfaction and reduced work efficiency Igomu, M. D. (2023).

#### **Concept of Job Satisfaction**

Job satisfaction refers to the extent to which employees feel content and fulfilled in their work. It is a unidimensional construct that combines general job satisfaction concerning multifaceted job features, such as the physical environment, people, pay, and promotion West, M. (2024). The factors that predispose job satisfaction include characteristics of work and content, organizational environment and climate, management styles, and employee relations. The key antecedents that improve satisfaction include meaningfulness, recognition, and supervision, while variables like role conflict and role overload, limited decision-making authority, and bad leadership decrease it. Organizational outcomes; these come as reasons for employee retention, employee productivity, and organizational commitment; are related to job satisfaction Mohammed, A. (2023). Satisfaction which means that the customer or the employee is happy with the service she/he is receiving is directly related to increased performance, lower turnover rates, and increased organizational commitment on the other hand dissatisfied customers or employees who are dissatisfied with any service delivery will display signs of truancy, reduced productivity and a negative workplace culture Abraham, S., et al. (2023).

#### **Interrelationship between Organizational Culture and Job Satisfaction**

The relationship between organizational culture and job satisfaction is well-established in the literature. By the structural and psychological context in which the employees work, organizational culture determines satisfaction levels Panjaitan, H. P., et al. (2023). For example, a culture that

promotes communication openness, supportive management, and fair employee incentives would guarantee their satisfaction. On the other hand, cultures that involve autocratic leadership, low communication, and weak promotion systems result in dissatisfaction and high levels of employee turnover Muhammed, A., et al. (2022).

## Theoretical Framework

### Schein's Organizational Culture Theory

Schein's Organizational Culture Theory posits that organizational culture is formed at three levels: artifacts, espoused values, and basic underlying assumptions. These are the levels of culture that are visible and those that are not, but which are the factors that influence organizational practices and employee behavior Schein, E. (1985). Schein framework is used here as a theoretical model with which to understand how leadership behavior, communication pattern, organizational culture, and reward systems affect employee perception and their ensuing experience which in turn affects their job satisfaction.

### Herzberg's Two-Factor Theory

Herzberg's Two-Factor Theory categorizes workplace factors into hygiene factors and motivators. While hygiene factors such as work environment, method of communication, and leadership contribute to a situation where satisfaction can decrease but cannot be made to increase, motivators such as recognition for achievement, perceived organizational values, and growth opportunities actively increase satisfaction Herzberg, F. (1968). This theory aligns perfectly with the aim of the study in focusing on job satisfaction as a unidimensional outcome being caused by multidimensional culture.

### Model of Job Satisfaction Incorporating Schein and Herzberg's Theories

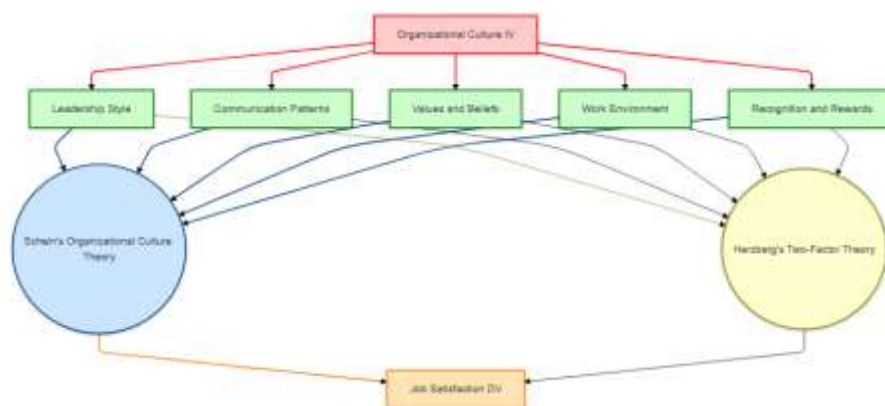


Figure 1: Model of Job Satisfaction Incorporating Schein and Herzberg's Theories

The diagram illustrates the interconnected relationship between organizational culture (IV) and job satisfaction (DV) through the application of Schein's Organizational Culture Theory and Herzberg's Two-Factor Theory. Organizational culture includes leadership, communication, beliefs and values, organizational climate, and incentives. All these dimensions are aligned with Schein's framework that highlights the beliefs as well as observable layers of culture that affect employee experience. This is in line with Herzberg's theory, where the need theory postulates that hygiene factors and motivators have a two-faceted impact, whereby the US has a negative influential aspect on job satisfaction which in return is our one-dimensional dependent variable. Taken together, such theoretical considerations enhance the explanation of the relationships between the organization's cultural dimensions not only for preventing dissatisfaction but also for enhancing satisfaction, making for a mutually complementary set of approaches to the independent and dependent variables.

### **Empirical Reviews**

Organizational culture has been widely studied in the context of its impact on job satisfaction. In his survey of employee satisfaction in Nigerian public institutions Oyewobi, L. O. (2024) investigated how leadership style and communication patterns affect it. In their study, participative leadership as well as effective communication positively influences job satisfaction. Similarly, Adinew, Y. (2024), echoed the same observation while conducting the survey among Taiwanese organizations; where values, and beliefs, which are parts of organizational culture enhance the work environment making employees have high morale and satisfaction. Using the works of Mohammed, A., & Sundararajan, S. (2023), it was established that organizational culture can viewed and understood by looking at the underlying assumptions and practices and that employees are known to be satisfied by a supportive culture. This is in agreement with the observations made by Obeng, H. A., et al. (2024) who determined that there is a direct correlation between the so-called 'adaptive cultures' that foster cooperation and flexibility on existing job satisfaction among employees of both private companies and public administrations. In another paper by Eduzor, N. C. (2024), the author also stressed the effectiveness of TL in improving job satisfaction, it is because of transformations that people get inspired by the leader's trust and there must be congruence between the organizational objectives and expectation of employees.

Another study revealed that cross-cultural work by Walga, T. K. (2018) showed that cultural values at the workplace specifically, individualism, and collectivism, had a direct impact on job satisfaction. Umoh, N. R. (2016) endorsed this global outlook by stating that cultural misalignment

contributes to the dissatisfaction level of employees in Nigerian public service. Similarly, Herzberg's Two-Factor Theory discussed by Herzberg, F. (1968) emphasises that recognition and rewards are motivator factors that reflect directly on job satisfaction. Underlying work environment research postulates indicate that physical and psychological work environment factors have an important influence on job satisfaction levels. Sageer, A., et al. (2012) found that safety, cleanliness, and stimulus of the workplace as some of the appealing cultural pillars. Likewise, Walumbwa, F. O., et al. (2019) found that when there is communication openness, as well as a structured work environment, the levels of turnover are low, and satisfaction high.

In addition, the study conducted by Schein, E. (1985) supported the positivism that a culture that embraces training and recognition of its employees fosters the feeling of belonging that influences satisfaction. Along the same line of thought, Sundararajan, S., et al. (2023) examined the relationship between rewards and recognition and its impact on employee satisfaction and productivity and then concluded that businesses that value employee reward have higher levels of satisfaction and productivity. On the other hand, Allam, Z. (2017) opined that in cases where the employees' contribution receives no recognition they become dissatisfied and disengaged. In the Nigerian context bureaucratic practices which were highlighted by Belias, D., & Koustelios, A. (2014) hinder the promotion of a favorable culture that supports job satisfaction. On the same note, Lonner, W. J., et al. (1980) pointed out that when working in organizations from collectivist cultures where individuals maintain a high regard for harmony in the group, a Lack of good communication in the business environment will lead to dissatisfaction. The foregoing is evidence that organizational culture affects job satisfaction in multiple ways.

Other relevant information drawn from the literature before is the role of attitude and values fit between organizations and employees. A study by Mohammed, A. (2023) showed that the perceived organizational values of the employees were highly satisfactory in cases where organizational values are perceived to align with the cultures of the employees. This is in agreement with Al Shaher, S., & Zreik, M. (2022) as they revealed that through the understanding of and alignment to organizational values, there are higher levels of loyalty and engagement finally resulting in increased satisfaction. Consequently, the reviewed studies give strong evidence that it is possible to state that organizational culture plays a highly influential role in shaping job satisfaction with the help of such dimensions as leadership, communication, values, work environment, and recognition. However, gaps remain in



understanding how these factors interact in specific contexts, such as the Kano Civil Service, warranting further exploration in this study.

## **Research Gap**

Despite extensive research on the relationship between organizational culture and job satisfaction, significant gaps remain, particularly in the context of public institutions within developing economies like Nigeria. For example, research on the effects of leadership styles and communication behavior on job satisfaction was conducted by Sofiyanti, N., & Najmudin, N. (2023) and Arnoldsson, L., & Carbonell Peraldo, K. D. C. (2021) but still, there are fewer attempts to reveal the multiple faceted properties of total organizational culture resulting from values, recognition, work environment, and others. Also, the theoretical framework of the research work under consideration is seriously limited by the fact that many of the works cited here, including the likes of Schein, E. (1985) and Lonner, W. J., et al. (1980), were developed with private or international organizations in mind, thus there is a relative scarcity of information that explores how culture demonstrates itself in civil service organizations in Nigeria, particularly in Kano. It is hence important to fill these gaps, especially towards arriving at a culturally knowledgeable understanding of the paths to the forging of job satisfaction hence feasible intervention points for transformations in the public sector.

## **Model of the Study**

The conceptual model links the independent variable (organizational culture) and its dimensions—leadership style, communication patterns, values and beliefs, work environment, and recognition and rewards—to the dependent variable (job satisfaction). It is expected that each dimension of the organizational culture will have a direct bearing on job satisfaction. Leadership defines the organizational culture, communication represents the bridges over which information is exchanged comprehensibly and with confidence. Procedures are the sets of norms by which people behave, and values and beliefs influence employee attitudes. Organizational environment affects the health of people in organizations, and the concept of recognition and rewards builds up motivation to satisfaction levels. The model shows how each of these dimensions map onto job satisfaction in a system where each is interrelated with the others.

## Model of Job Satisfaction Determinants



Figure 2: Model of Job Satisfaction Determinants

This model integrates the multidimensional nature of the independent variable (organizational culture) with the unidimensional dependent variable (job satisfaction). The three cultural dimensions analyzed in this paper depict the primary factors that affect employee satisfaction in the Kano Civil Service. The results further showed that the leadership style widely influenced the employee's perception of the management, their morale, and the organization. Specifically, the communication process ensures the formation of a positive working relationship in the organization. Business culture, in particular, refers to the values and beliefs that define the behavioral patterns of an organization, equally providing it with a reason to exist. Organizational structure provides a favorable physical and psychological setting for the worker to do his job and recognition and incentives act as motivators where efforts are directed towards the achievement of organizational objectives. Altogether, the enumerated dimensions offer an extensive picture of how organizational culture influences job satisfaction, and that contributes to the strength of the suggested model as well as its relevance to realistic settings.

## Research Methodology

This study adopts a conceptual paper approach, focusing on synthesizing insights from existing literature to explore the impact of organizational culture on job satisfaction among employees in the Kano Civil Service. The method of analysis includes the evaluation of secondary literature, encompassing such industry sources as academic journals and books, conference papers and proceedings, Web-based scholarly periodicals, and other secondary sources. Said this, the study intends to build up the theoretical framework and the conceptual model derived from the synthesis of findings arising from the literature about the dimensions of the organizational culture which will act as the independent variable, and the intended dependent variable, namely the job satisfaction. This approach is the most suitable for answering the research objectives since it would allow for a rich understanding of the existing theories and bodies of evidence while minimizing the need to gather own

data It also helps in discovering the literature deficit and offering helpful information that may be helpful in future empirical research and practice in organizational and public sector management.

### Findings of the Study

**1. Leadership Style and Job Satisfaction:** As is identified from the literature, Leadership style and job satisfaction are strongly correlated. According to our study, transformational, participative, and supportive leadership outcomes are high when leadership promotes communication, feedback, and recognition. Authoritarian and transactional leadership behaviors are also reported to increase negativity in the workplace, so employees are dissatisfied and disengaged.

**2. Communication Patterns and Job Satisfaction:** Communication in any organization has been found to have a direct correlation with job contentment. Accuracy in communication helps eradicate unnecessary confusion, and misunderstanding by creating healthy customer expectations which lead to high job satisfaction. Labored communications consequently may cause annoyance and frustration, and reduce motivation and job contentment; however, workers who may feel informed and involved in decision-making may always exhibit higher job satisfaction.

**3. Values and Beliefs and Job Satisfaction:** The study established that there is a strong relationship between the match of personal values and organizational values on the level of job satisfaction of employees. The case is that corporations that propagate organizational core values such as integrity and fairness always have committed and satisfied employees. When served employees recognize such fundamentals as the stewardship of their values, then they feel the organizational sense of place as well as the organizational meaning and therefore are likely to have increased job satisfaction.

**4. Work Environment and Recognition and Rewards and Job Satisfaction:** It has also been agreed that the physical and psychological climate at the workplace contributes significantly to job satisfaction. A positive environment leads a well-being & a negative environment results in dissatisfaction. Recognition and rewards are also important motivators—acknowledging employees' achievements boosts job satisfaction, while the lack of recognition can result in feelings of underappreciation and dissatisfaction.

## Recommendations of the Study

Based on the study's findings, the following recommendations are made to enhance job satisfaction in the Kano Civil Service, aligned with the identified dimensions of organizational culture:

**1. Foster Transformational and Supportive Leadership Styles:** Management should embrace transformational and participating leadership, to facilitate communication, innovation, and constructive criticism. Training programs that are directed towards, asserting empathy, demonstrating support, and motivation promote leadership skills and foster job satisfaction that encourages employee gratification Sundararajan, S., et al. (2022).

**2. Improve Communication Channels:** Communication lines have to be very clear, transparent, and unambiguous. Organizational meetings, employees' easy access to the management, and feedback systems will ensure that the employees receive information on organizational decisions and policies hence managing their uncertainty and enhancing their organizational satisfaction.

**3. Align Organizational Values with Employee Beliefs:** The Kano Civil Service should encourage, uphold, and pursue values such as fairness, integrity, and respect to encourage compliance with the workforce's preferred working standards. This could be supported through training workshops, seminars, and group outings that instill an atmosphere of non-discrimination of the disabled Portaankorva, L. (2024).

**4. Enhance the Work Environment and Recognition Systems:** Besides, proper amenities, comfortable resources, a clean and healthy environment to work and carry out organizational processes, safety tools and types of equipment, and ways of promoting employees' well-being physically and mentally. Promotion and rewards should also enhance on-display appreciation of workers' performance to ensure they are committed to undertaking their tasks to the best of their efforts.

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# Impact of Economic Factors on the Performance of Women Entrepreneurs in Kano Metropolis

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## Abstract

*This paper examines the impact of economic factors on the business performance of women entrepreneurs in Kano Metropolis. This research is informed by the growing concern for female entrepreneurs in emerging economies most especially in Kano where such factors as economic volatility, restricted access to capital, and poor policy support restrain business development. To this end, the following research question has been developed: This research will seek to establish how factors like finance, markets, policies, and inflation impact the performance of WOBs. The research strategy adopted in the study is the exploratory research method that relies on secondary research information through the review of articles, journals, books, and historical data. Specifically, the work reveals the challenges to funding, the effects of financial volatility on enterprise viability, and the government policies that structure micro-entrepreneurship for women. It also reveals that financing and environmental issues are major areas where female micro-entrepreneurs encounter difficulties, whereas appropriate government policies may improve business performance. Recommendations offered in the paper therefore include specific actions about these challenges like enhanced access to, and adoption of, financial tools and institutional policies. The researcher believes that these economic issues must be addressed to promote the growth and sustenance of women entrepreneurs in the Kano Metropolis. Some of the disadvantages of the study include the use of secondary data and hence a call to future empirical studies.*

*Keywords: Women Entrepreneurs, Economic Factors, Financial Access, Business Performance, Kano Metropolis*

## Introduction to the Study

Women entrepreneurs play a vital role in driving economic growth, fostering innovation, and reducing unemployment. In many developing economies, including sub-Saharan Africa, women-owned enterprises significantly contribute to GDP and social impact, especially within the SME sector. However, the performance of these businesses is influenced by various economic factors that can either

support or hinder their growth. Knowledge of these aspects is important for the development of sustainable entrepreneurship. It emerges that women's business performance in developed countries depends on financial capital, tax rates, and support systems (Ahl, H., & Nelson, T., 2015; Terjesen, S., et al., 2016). Conversely, women entrepreneurs in developing countries specifically Nigerian females are likely to encounter some of these factors as credit constraints, high interest rates as well as volatile economic policies (Aliyu, M., 2023). These factors reduce their opportunities and slow down business development mainly in Kano Metropolis which is faced with, economic instability, inflation, and an undeveloped financial sector. Nevertheless, Kano offers women many opportunities to start businesses: however, it is difficult to do so due to instability and fluctuations in the economic sphere, as Sundararajan, S., & Mohammed, A. (2022), have mentioned.

Previous studies in women entrepreneurship literature have been reviewed on social and cultural factors including gender stereotypes (Croft, A., et al., 2015). Over the years, research works have gradually begun to focus on areas like financing, market availability or rather lack of it, and as well lack of knowledge. Nevertheless, little is known about how multiple economic determinants interrelate and influence business performance in Kano more essentially. These factors are interrelated but program and community studies tend to isolate them, and local research must fill this gap to identify useful programmatic approaches. To fill these gaps, this study seeks to analyze the impact of the interaction of these economic pull factors on the performance of women entrepreneurs in the Kano Metropolis. To ease the understanding of the research, the findings will include crucial information that policymakers will need to formulate good policies that would encourage women to venture into business, with certain stability in their business environment. Thus, the work presents theoretical considerations based on the methodology of economics and entrepreneurship, for example, the Resource-Based View (RBV) (J. Barney, 1991), and offers such solutions as microcredit and government lending to overcome the difficulties faced by women entrepreneurs. The outcome of this research will facilitate the untapped potential of advancing the ecosystem of female entrepreneurial ventures in Kano state.

### **Problem Statement**

Women entrepreneurs play a vital role in economic growth, poverty reduction, and social development globally. Nevertheless, their business performance is constrained by numerous economic conditions. Women entrepreneurs are prominent in the informal and small business trading zone in the Kano Metropolis, but they are constrained economically on how to grow their ventures. These include;

limited access to funds i.e. capital, market fluctuations, and inflation, factors which are dreadful for their business. International research shows that female entrepreneurs experienced much higher levels of economic vulnerability as compared to male counterparts; poor credit access, high cost of credit, and restrictive policies (Peter, W., & Orser, B., 2024). These hitches do not allow them to embrace change in production processes to penetrate large markets. In the same vein, Sherwani, F. K., et al. (2024) also discovered that unlike men, women entrepreneurs in LIFDCs borrow less formally. Kano Metropolis women entrepreneurs encounter constraints in the area of finance management most especially getting finance from the financial institutions. A large number is locked out of credit and bear exorbitant rates of interest; most cannot obtain collateral. Over 70% of women in Kano use informal sources of saving and credit which are inadequate as noted by Bashir, R., & Danlami, A. (2022). Lack of financial literacy imposes an even greater burden: women cannot budget and do not participate in official financial systems. However, inflation and market price influence the challenges because change in raw material prices affects profitability (Ibrahim & Abdullahi, 2021).

Despite the acknowledgment of these issues, prior studies have investigated individual antecedents of these issues, but not their combination on business performance. Furthermore, the finding shows that the global recommendations may not be relevant to the socio-economic system of Kano Metropolis due to the uniqueness of its socio-economic challenges, thus the need for local research for proper solutions. Closing these gaps is important to enhance the performance and sustainability of women entrepreneurs. Microfinance with reduced collateral measures and other similarly designed models of financial inclusion can work in other parts of the world (Hartungi, R., 2007). Like in the previous studies on financial literacy, capacity-building plans with an emphasis on financial literacy have benefited countries such as Kenya and Bangladesh (Muthoni, C. S., 2013). The purpose of this research will be to analyze the main economic challenges of women entrepreneurs in Kano Metropolis and how they might be tackled to enhance economic inclusiveness in Kano Metropolis.

### **Significance of the Study**

This study is important because it attempts to fill the existing gap of knowledge on the economic factors that affect women entrepreneurs in Kano Metropolis; an area where entrepreneurial activity is gradually emerging but which has not been highly researched. Based on the analysis of such variables as finance accessibility, market dynamism, inflation, and implementation of measures and policies, one can find the deficiencies of Women's Business Enterprises and design the right

approaches to improve the conditions for their further successful development in the given area. In this light, the findings of this research contribute to the area of women entrepreneurship studies by bringing a new geographical context to a topic that is understudied in the literature and can potentially guide policymakers and development practitioners to design programs and services that meet the current needs of women entrepreneurs in Kano and similar contexts. However, the conclusion of this study suggests that its result can have a significant implication on the existing economic growth locally and nationally. Women entrepreneurs play significant roles within developing countries through the provision of employment, innovation, and diversification of economic activities and when their business performances are enhanced, they also help to transform poverty and the growth of communities. This research contributes to global efforts towards other economic determinants of female entrepreneurs' success by pointing to some of the specific areas holding them back, thus assisting in the inclusion and provision of resources and a better working environment for women entrepreneurs. Finally, the study will generate policy prescriptions for strengthening the voice, agency, and survival chances of WPEs among policymakers, financial institutions, and other stakeholders who wish to build a more inclusive, equitable, and resilient entrepreneurship system in Kano Metropolis and other comparable environments.

### **Research Objectives**

1. To examine the impact of access to financial resources on the business performance of women entrepreneurs in Kano Metropolis.
2. To assess the influence of market conditions and economic instability on the growth and sustainability of women-owned businesses in Kano Metropolis.
3. To evaluate the role of government policies and support programs in enhancing the performance of women entrepreneurs in Kano Metropolis.
4. To explore the effect of inflation and pricing challenges on the profitability and competitiveness of women-led businesses in Kano Metropolis.

### **Research Questions**

1. How does access to financial resources affect the business performance of women entrepreneurs in Kano Metropolis?
2. What is the influence of market conditions and economic instability on the growth and sustainability of women-owned businesses in Kano Metropolis?

3. To what extent do government policies and support programs impact the performance of women entrepreneurs in Kano Metropolis?
4. How does inflation and pricing challenges affect the profitability and competitiveness of women-led businesses in Kano Metropolis?

## Literature Review

### Conceptual Framework

The conceptual framework for this study centers on the relationship between economic factors and the business performance of women entrepreneurs in Kano Metropolis. It involves analyzing the multi-factorial nature of women's entrepreneurship development and the nature of analyzing the one-factor concept of business success. It connects the contextual factors affecting female business owners to business performance indicators that would include profitability, revenue, and sustainability.

### Economic Factors

Economic factors deal with the internal and external conditions that influence the business context, processes, and decisions made by the business people. By this, we find that economic factors are complex and include various cues that determine the performance of women entrepreneurs.

**1. Access to Financial Resources:** One of the critical economic factors influencing entrepreneurship is access to capital. Fund resources allow entrepreneurs to fund new business ventures, meet operational costs, and exist and grow their businesses. However, women cannot easily access financial support from formal financial institutions such as banks cash, and other financial instruments resulting in collateral demands, high interest rates, and, more especially, discrimination based on gender Sikka, V., & Bhayana, P. (2024). In emerging economies such as Nigeria, women will often find themselves locked out of credit markets thereby influencing their business results Nwosu, E. O., & Orji, A. (2017). Women require financial services, better and cheaper loans, and microfinancing programs to boost their business.

**2. Market Conditions and Economic Instability:** Business opportunities are influenced by the internal environment and the greater business environment. Fluctuations in market forces such as demand, competition, and stability either make a business successful or on the other hand a failure. Specifically, women entrepreneurs experience difficulties in demand volatility and pricing variables. Also, economic factors such as inflation, exchange rate volatility, and political risk hinder the

operations of the supply chain by leading to distortions, cost, and reduction of profitability Aliyu M., (2022). Market factors affect business performance in ways where women entrepreneurs have to address these changes to survive and increase competitiveness Cabrera, E. M., & Mauricio, D. (2017).

**3. Government Policies and Support Programs:** Policies such as tax exemption, regulatory measures, and the public sector, form the major part of the economic drivers determining performance by the entrepreneur. In many countries including Nigeria, characteristics of government programs that support female entrepreneurs including subsidies, grants as well as training programs, and their efficiency determine business outcomes Nkamnebe, O. E. (2023). Critical studies have established conclusive evidence that supportive policies boost business performance by supporting or arming women entrepreneurs with effective tools. However, poor Implementation and shortage of such programs in health facilities often reduce their impact Hodge, L. M., & Turner, K. M. (2016).

**4. Inflation and Pricing Challenges:** Having looked at the meaning of the term inflation as the rate at which the general level of price for products increases, one can try to understand how inflation affects the profitability of small businesses owned by women. Increased costs of features such as materials, transportation, and labor cut into profits and limit women's abilities to price goods profitably Singh, A., & Raina, M. (2013). For instance, women entrepreneurs in Kano sometimes struggle with how to fix their prices for their products because the rates of inflation reduce the purchasing power and subsequently the demand for their products Sibanda, L. (2022).

## Business Performance

Business performance refers to the achievement of key business aspects such as profitability, growth, sustainability, and competitiveness. In this study, it is a unidimensional variable reflecting the success or failure of women-owned businesses in Kano Metropolis, based on several indicators:

**1. Profitability:** Profitability is defined by revenues and costs depending on market forces, cost of production, and availability of cheap funds. The women have poor and unpredictable returns mostly because of inflation and limited credit facilities (Mohammed, 2016). Coleman (2007) pointed out that firms that have relatively easy access to capital are likely to produce higher profit figures.

**2. Growth and Expansion:** It includes expansion in activity, overall market standings, and employee population. Lack of capital and competition acts as a restraint in growth while capital availability,



markets, and, policies enhance growth and restrain growth (Mohammed & Sundararajan, 2023; Mozumdar et al., 2020).

**3. Sustainability:** Sustainability is simply the ability to earn attractive returns over the long term including economic risk management. The issue of sustainability for women entrepreneurs in Kano has been rated high because they have limited resources, accommodate ineffective policies, and are influenced by economic instabilities. Based on the theoretical analysis, those firms that improve financial performance, market sensitivity, and innovation, are more likely to be sustainable (Pu et al., 2021).

**4. Competitiveness:** Competitiveness can be defined as the capability to perform in a certain market, about price, access to resources, and policies. The opportunities for Kano women businesspersons are constrained by formal and informal competition; success factors are accorded to economic performance and innovation (Hitt et al., 1998). Greater turnover and market knowledge act as factors that increase global market competition among female entrepreneurs (Aruna & Sunil, 2020).

### **Relationship between Economic Factors and Business Performance**

The relationship between economic factors and business performance in women entrepreneurship is complex and multifaceted. There are several barriers to the success of women entrepreneurs, including credit facilities, markets for business products and services, and government policies, inflation, among others. These factors can either be a strength or weakness depending on the model with poor financing limiting development and reducing revenues while favorable market conditions and policies strengthen the competitive sustainability models. The Resource-Based View (RBV) theory posits that where firms have first call on resources, whether capital, skills, or information, they produce better and sustain good profits (Barney, 1991). The same view is confirmed by the Entrepreneurial Orientation (EO) theory, according to which the ability to adapt to changing conditions and manage risks, especially during the economic downturn, determines business sustainability (Boso et al., 2013). This research will endeavor to analyze the impact of economic factors on the growth and sustainability of WBBs in Kano Metropolis with the view to informing appropriate interventions and policy.

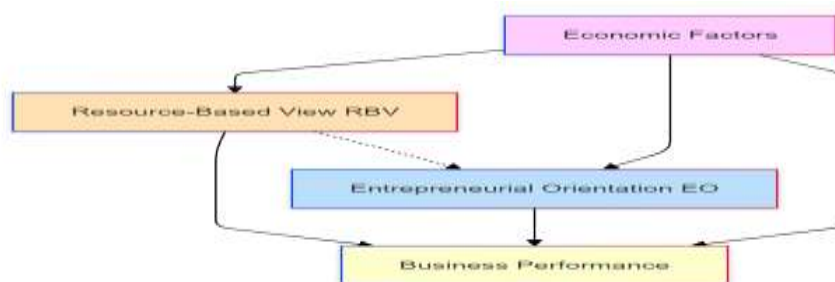
## Theoretical Framework

Barney (1991) postulates that the Resource-Based View (RBV) theory posits that the most relevant resources to the competitive advantage and performance of a firm are its resources. Relative to men, major resources consist of financial, human, market experience, and tangible resources for women entrepreneurs. According to the RBV, increased access to these resources combined with government support allows women entrepreneurs to deliver higher performance, profitability, and growth. Also, the Entrepreneurial Orientation (EO) theory is centered on how a firm adopts one or several strategic postures, particularly innovativeness, risk-taking, and proactivity about performance. According to EO theory, women entrepreneurs with high EO are more capable of responding to economic instability, market trends, and inflation, thus producing better performances in competitive markets.

## Linkages between the Theories, IV, and DV

As demonstrated by the research, the RBV and EO Theories can be combined to learn more about how boundaries of relatedness and entrepreneurship opportunity affect the economic characteristics of women entrepreneurs. While RBV focuses on the existence and deployment of resources, EO theory is concerned with how the entrepreneur deploys the resources. Altogether the two postulate the following proposition on how women entrepreneurs in Kano Metropolis can realize the opportunity within the following economic requisites; financial input, government policies, market forces, and inflation on the business outcome.

## Conceptual Framework Linking Economic Factors, Resource-Based View, Entrepreneurial Orientation, and Business Performance



*Figure 1: Conceptual Framework Linking Economic Factors, Resource-Based View, Entrepreneurial Orientation, and Business Performance*

In the following diagram, shown is the relevance between the economic factor (Independent Variable) resource-based view (RBV), and entrepreneurial orientation (EO). The following economic

factors are depicted as the antecedents of the entrepreneurial environment for women entrepreneurs in Kano Metropolis; financial resources/requirements, market factors, governmental funding, and inflation. Financial capital, human capital, and government support embraced by the RBV theory framed business outcomes. While the EO enhances the cognition and decision of an exponent and his/her business resilience, risk-taking, innovativeness, and sensitivity to the market, the EO theory hinges on economic factors. These interactions foster the ability to cope with adversity, development, and the ability to grow through and in that adversity and overall organizational learning hence enhanced business performance as shown in the figure above.

### **Empirical Reviews**

Regarding the economic factors affecting female entrepreneurs' performance, some of the works discussed here concern the changes in economic conditions as a factor influencing performance increment. Okwiri, M. S. (2019) argues that financial accessibility, inflation, and government policies are the factors affecting women's businesses, while stable economic environments lead to better business performance. Chinomona, E., & Maziriri, E. T. (2015) posit that funding constraints emerge as a big issue for female traders, which hampers business expansion, and Sundararajan, S., & Mohammed, A. (2024) confirm that it is difficult to access loans in Lagos. In this case, government policies such as taxation and financial incentives for women in business are other factors Kouam, J. C., & Asongu, S. A. (2022). According to Agénor, P. R., & da Silva, L. A. P. (2013) inflation is one of the main factors that poses operational costs and affects profitability. Other business macro-variables, such as exchange rates and market forces, were also revealed to pose undesirable impacts on women entrepreneurs' competitiveness Aliyu M., (2024). The author, Ayinla, F. Z. (2020) ascertained that market factors like demand risks and competition negatively affect women-owned businesses; in Kano, the market density has deemed it difficult for women to conduct their businesses well. According to Aliyu M., (2024), the degree of entrepreneurial orientation is significant and found that women with high levels of innovation and risk-taking perform better work more effectively than their counterparts and vice-versa The study also showed that women in Sub-Saharan Africa are likely to perform better if they can access some of the economic factors such as financial support and government resources. Financial literacy is also found to have an important association and Oggero, N., Rossi, M. C., & Ughetto, E. (2020) pointed out that women with higher financial literacy have better outcomes in terms of business performance. Ribeiro, M. A., et al. (2021) continue that business performance is higher in women having better social and economic connections because of negotiating better opportunities with resources. A relevant concern has been identified regarding gender bias and

financial access as pointed out by Hilhorst, T., & Oppenoorth, H. (1992) because it especially makes it difficult for women to obtain any funding. However, the support from the financial institutions and the government plays a major role for women in business as mentioned in Abdelwahed, N. A. A., et al. (2023) that aids and enhances business performance and decisions made.

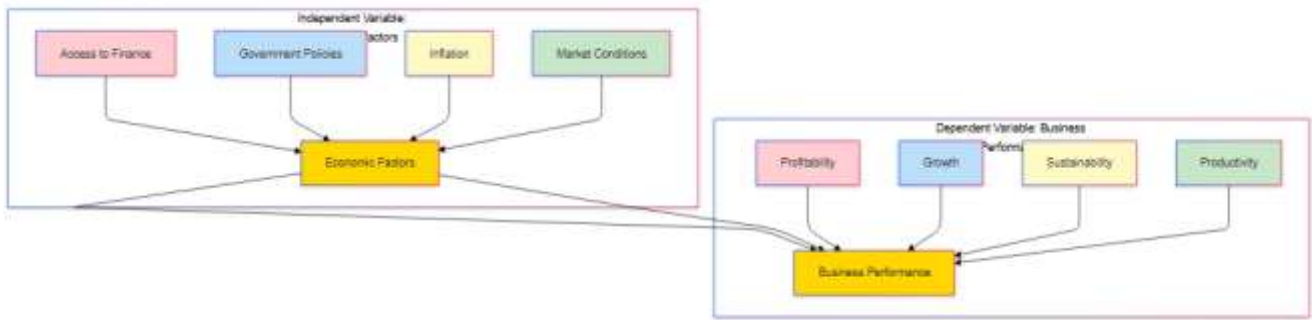
### Research Gap

Despite the growing literature on economic factors impacting women entrepreneurs, several gaps remain. First, while studies by Bashir, R., & Danlami, A. (2022) and Danlami, A. H., & Bashir, R. (2023) highlight financial access and government support, there is a lack of research focusing on the specific challenges faced by women entrepreneurs in Kano Metropolis. Second, past studies normally analyze finance such as financial capital, cost increase, and policies as causes severally Gilchrist, S., et al. (2017), while the research on how these causes interrelate to influence business performance is scarce Wiklund, J., & Shepherd, D. (2005). Third, although there has been a call for quantitative research studies that adapt adequate statistical analyses (Udo-Akang, 2019; Adebayo & Ojo, 2021), qualitative research that investigates the phenomenology of women entrepreneurs is lacking Oliveira, E., Basini, S., & Cooney, T. M. (2024). Lastly, the synergy of the economic and social forces has not been well explored in the literature despite the role of social networks and community in business performance Mohammed, A., & Sundararajan, S. (2023). A review of these gaps is to indicate areas for more research and possible solutions for Kano women entrepreneurs.

### Model of the Study

This study examines how multidimensional **economic factors** (financial access, inflation, government policies, and market conditions) influence the **business performance** (unidimensional) of women entrepreneurs in the Kano Metropolis. Several factors, including finance, fiscal, and monetary measures embraced by governments; and inflation and other market forces influence various business performance measures, including financial performance, growth, stability, and efficiency. The availability of funds leads to a more extensive business, respectively, government decisions guide the formation of a favorable climate, inflation influences operating expenses, and market conditions contribute to competitiveness. The model captures the various ways through which the economic factors influence the business performance of these women entrepreneurs.

## Conceptual Model Linking Economic Factors and Business Performance



*Figure 2: Conceptual Model Linking Economic Factors and Business Performance*

The diagram illustrates the relationship between economic factors (independent variable, IV) and business performance (dependent variable, DV) as a conceptual model. Economic factors are represented through four key dimensions: Access to Finance, Government Policies, Inflation, and Market Conditions. These dimensions are shown as nodes converging to a central node labeled Economic Factors, emphasizing their collective role in defining the economic environment affecting women entrepreneurs. Similarly, business performance is represented through four indicators: Profitability, Growth, Sustainability, and Productivity, which are connected to a central Business Performance node, highlighting the multidimensional nature of business performance. The linkage between Economic Factors and Business Performance is depicted through arrows, indicating a cause-and-effect relationship. This demonstrates how various economic dimensions influence different aspects of business performance in interconnected ways. Therefore, the diagram provides a comprehensive framework to visualize and understand the impact of economic variables on the success of women entrepreneurs.

### Research Methodology

This study adopts a conceptual research approach, relying on past reviews of literature, published journals, books, and scholarly articles to explore the impact of economic factors on the business performance of women entrepreneurs in Kano Metropolis. It does not collect first-hand data but sub-processes prior-established information and concerns business performance factors and its determinants which are financial access, government policy, inflation, and market condition. Using the cross-nation and cross-city comparative study, the research advances the integration of conceptual models as a theoretical framework for understanding how antecedent variables influence entrepreneurial outcomes for policy-makers, researchers, and entrepreneurs.

## Findings of the Study

This study's findings, based on a comprehensive literature review, highlight the following:

- 1. Access to Financial Resources:** Female entrepreneurs in Kano Metropolis face restricted access to finance due to gender disparities and lack of collateral (Danlami & Bashir, 2023), hindering business performance.
- 2. Market Conditions and Economic Instability:** Inflation and fluctuating demand negatively affect women-owned businesses, though strategies like diversification and strong customer relationships can mitigate these impacts (Sundararajan & Mohammed, 2023).
- 3. Government Policies:** However, many women cannot be reached through fiscal measures and training programs because they are often unaware of them, and where they are aware, there are bureaucratic barriers (Lipsky, 2010).
- 4. Inflation and Pricing Challenges:** Inflation coupled with bad working capital management leads to high costs to firms thereby negatively impacting profitability; arriving at dynamic pricing and cost control (Agu et al., 2024).

## Recommendations of the Study

To address these challenges, the following recommendations are proposed:

- 1. Financial Access:** There is a need for women entrepreneurs to be granted credit facilities at a reasonable rate while financial literacy should be included in government policies.
- 2. Market Resilience:** Female entrepreneurs should operationalize across different markets, participate in CBMs in market analysis, and government assistance in market development.
- 3. Government Support:** Existing policies should be clear and easily understandable there should be funding programs that come with incentives, Minimum funding commitment, and tax exemptions for women entrepreneurs.
- 4. Inflation Management:** Female entrepreneurs should avoid fixed prices, seek ways of minimizing costs, and use methods to mitigate the effects of inflation and prices.

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# The Influence of Motivational Factors on Employee Performance: A Case Study of Max Air Nigeria Limited

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## Abstract

*This study aims to examine the effect of motivational factors on employee performance in Max Air Nigeria Limited. The main research question of the study is to establish the effect of the intrinsic motivation factors such as job satisfaction, recognition, and career advancement opportunities on the employees' performance as well as the extrinsic motivation factors such as salary, bonuses, and job security on the employees' performance in the organization. The study employs secondary data collected from a survey of literature through the use of research articles, books, newspapers, and historical documents to examine motivation and performance. The results indicate that both extrinsic and intrinsic motivation factors such as; recognition, personal growth, financial rewards, and job security enhance organizational performance. The paper therefore advises that Max Air Nigeria Limited should improve on the motivational techniques adopted by improving on the intrinsic and extrinsic rewards that are likely to make the employees more productive, these include; career opportunities, recognition, competitive wages/salary, and job security. Therefore, the study establishes that there is a need to adopt a multiple approach to motivation in the aviation industry. Among the limitations is the utilization of secondary data, which means that the information gathered might not accurately represent the organization's current situation*

*Keywords: Motivational Factors, Employee Performance, Max Air Nigeria Limited, Intrinsic Motivation, Extrinsic Motivation*

## Introduction

Employee performance is a critical determinant of organizational success, influencing productivity, profitability, and competitiveness. Understanding factors that drive employee performance, especially motivation, has become a key research area for scholars and practitioners. Motivation encompasses internal and external factors that drive individuals toward achieving organizational goals (Abdullahi, S. R., et al., 2015). Globally, organizations recognize the importance of motivational factors such as financial rewards, recognition, flexible work arrangements, and career

advancement (Tirta, A. H., & Enrika, A., 2020). Cultural and organizational environments influence motivational interventions as highlighted in the emergent economy, including India, Brazil, and China (Cui, Y., et al., 2016). However, these insights must be used with appropriate conditions for the various sectors as well as the national contexts.

In Nigeria, aviation can be seen as a substantial part of the country's economy because it is responsible for joining territories and boosting negotiation and tourism. In this research, the impacts of motivation on employee performance in Max Air Nigeria Limited, a company operating in a competitive industry that requires the use of resources will be undertaken. Labor is an essential asset, and employee motivation and engagement are essential determinants of organizational performance, but constraints like economic volatility, regulatory barriers, and resource constraints negatively affect performance. Knowledge of these motivational dynamics in the Nigerian aviation context is therefore crucial for improving organizational returns.

Among such theories, the focus is made on intrinsic and extrinsic motivation, and such classical theories as Maslow's Hierarchy of Needs (1943), Herzberg's Two-Factor Theory (1959), and McClelland's Theory of Needs (1988). Other contemporary theories including Deci and Ryan's (1985) Self-Determination Theory embrace other dimensions like autonomy and competence. However, these theories are limited in their applicability to the western countries and little has been known of their effectiveness when applied to Nigeria's aviation industry. The effectiveness of incentives and extrinsic motivators and their interaction with intrinsic motivation in information systems within restricted contexts needs more studies (Subramani, et al., 2024). Furthermore, culture, leadership, and employee expectations of organizations in Nigeria have been under-researched.

These shortcomings are responded to in this study through the use of Herzberg's Two Factor Theory and Self Autonomy Theory to determine the job satisfaction status of employees in Max Air Nigeria Limited. Herzberg's theory has motivators and hygiene factors, while Self-Determination Theory points to basic psychological needs for competence and autonomy. The study will extend knowledge in motivational theories regarding Nigeria's aviation context and offer implementable solutions for improving workers' productivity for managers and policymakers. Insights gained from Max Air can serve as a model for other firms in the industry, advancing both theoretical understanding and practical applications.

## Problem Statement

Encouraging employees to perform at their best remains a global challenge. Despite extensive research on motivational factors and their effects on employee performance, their effective application is often lacking, particularly in developing countries like Nigeria's aviation industry. Factors such as economic instability, limited resources, and cultural differences significantly influence motivation in this sector (Mohammed, A., & Sundararajan, S., 2023).

Max Air Nigeria Limited, a leading airline in Nigeria, operates in a competitive and resource-intensive environment. Challenges include maintaining workforce productivity and controlling operating expenses. Issues like salary delays, lack of recognition programs, limited promotion opportunities, and high work pressure undermine employee motivation and performance. Salary delays due to economic challenges reduce morale and productivity (Ifeoma, I. L., 2020), while the absence of recognition programs and limited career advancement opportunities lead to dissatisfaction and high turnover. Operational challenges further cause stress and burnout, affecting workforce productivity. Theoretical gaps also necessitate this study. Older theories such as Herzberg's Two-Factor Theory (1959) and Maslow's Hierarchy of Needs (1943) focus on intrinsic and extrinsic incentives but do not consider various elements that may be inherent in a Nigerian culture and economy. For instance, Nigerian workers value employment security and company support enormously more than they value extrinsic motivators like financial rewards (Muhammed, A., et al., 2022). While theories like Deci and Ryan's Self-Determination Theory (1985) that regard intrinsic motives as critical motivators including autonomy and competence are well-developed, few conceptualizations exist on the combined effect of extrinsic incentives – pay, using airport workers in Nigeria's aviation sector as the sample population.

The study conducted by Gusau, A. I., (2014) established that career development, rewards, and organizational support were major factors of concern to the employees of Nigeria Airlines leading to job insecurity, and lack of loyalty and output among the employees thus resulting in poor organizational performance. Besides, the scarce demand for skilled manpower is one major factor that threatens Max Air Nigeria Limited to overcome to be competitive.

With the increasing growth of the aviation industry as one of the foremost industries within Nigeria's economy it is pertinent to identify motivational factors to enhance overall organizational and employee performance. Such gaps in literature give guidance for managers as well as policymakers to improve the practice of human resources.



## Significance of the Study

This research work is significant in filling theoretical and practical literature gaps on the effects of intrinsic and extrinsic motivation on employee performance in Nigeria's aviation industry. Specifically, using Max Air Nigeria Limited as the focal company, it offers some suggestions on how to enhance human resource management as well as organizational performance.

In the research, such motivational theories including Herzberg's Two Factor Theory (1959) and Self-Determination Theory (Deci & Ryan, 1985) are positioned in the context of Nigeria's cultural and limited-resource approach. It contributes to existing knowledge by examining their applicability in the Nigerian aviation context. Practically, the study offers actionable insights for managers and policymakers to develop targeted motivational strategies that enhance employee productivity and organizational goals. As a case study of Max Air Nigeria Limited, it provides a framework that other industry players can adopt.

Therefore, this research addresses challenges like low morale, high turnover, and low productivity, promoting workforce satisfaction and sustainability while narrowing the gap between research and practice.

## Research Objectives

1. To identify the intrinsic motivational factors (e.g., job satisfaction, recognition, and career development) that influence employee performance.
2. To examine the extrinsic motivational factors (e.g., salary, bonuses, and workplace conditions) and their impact on employee performance.
3. To analyze the interaction between intrinsic and extrinsic motivational factors in shaping employee behavior and performance.
4. To propose strategies for enhancing employee performance through effective motivational practices in Max Air Nigeria Limited.

## Research Questions

1. In what ways do the employees of Max Air Nigeria Limited motivate themselves to perform their tasks?
2. To what extent does extrinsic motivation influence the performance of employees in the organization?

3. How are intrinsic and extrinsic motivational factors related to driving employee performance?
4. The following are the strategies that can be used to enhance employee performance through motivation in Max Air Nigeria Limited.

### **Literature Review**

This literature review for this study aims to analyze the motivational factors that affect employee performance in Max Air Nigeria Limited. This is based on the major concepts of motivation which include intrinsic and extrinsic motivation and analyses their effects on the performance of employees within the aviation industry. The review integrates the extant theories and empirical evidence comparing intrinsic rewards including job satisfaction and self-actualization with extrinsic rewards including monetary rewards and job security. This section of the paper seeks to give a more profound insight into the literature on these motivational factors and their impact on task, contextual, and adaptive performance. The literature also provides an overview of theoretical frameworks that have been used in the study; Maslow's Hierarchy of Needs, Herzberg's Two-Factor Theory, and Vroom's Expectancy Theory which assist in the formulation of research questions and guide the research on how motivation affects performance in Max Air Nigeria Limited.

### **Conceptual Framework**

Motivational factors constitute the independent variable and employee performance constitutes the dependent variable in this study. It identifies and describes the role of motivational factors with specific reference to the internal and external factors that influence to performance of employees for Max Air Nigeria Limited.

### **Motivational Factors**

Motivation is a psychological concept that is central in the study of human behaviours with tendency for purposeful accomplishment. There are intrinsic and extrinsic rewards, addressing Psychological and Environmental factors as aspects control and shaping the behaviours and performance of employees. This research shall analyses the effects of the intrinsic and extrinsic motivation factors on employee performance in Max Air Nigeria Limited.

### **Intrinsic Motivation**

Intrinsic motivation originates from within an individual, acting out of the enjoyment of performing that task. Organization that applies intrinsically motivated employees can increase its

productivity, because employees get self-satisfaction from work. According to Herzberg's Two-Factor Theory 1959 the intrinsic motivational factors include satisfaction with the job, recognition, and achievement. It can be seen that satisfaction in terms of better perception of worth, regeneration or recognition of value tends to influence high levels of performance. The Self-Determination Theory of Deci and Ryan (1985) also asserts that autonomy and personal development foster motivation and commitment.

### **Extrinsic Motivation**

Extrinsic motivation involves external factors such as wages, incentives, and job security. Although intrinsic motivation drives long-term performance, extrinsic rewards can effectively control short-term performance. According to Maslow's Hierarchy of Needs (1943) need gratification, provisions like salary are basic needs, and cannot be substituted by higher-order needs such as self-actualization. Establishing good financial conditions and employment security were found important determinants of employee job satisfaction and performance. In this study, Salah (2016) affirms to the notion that financial incentive impacts employee effort and performance.

### **Employee Performance**

Employee performance is the dependent variable in this study and according to Ajuwon and Oke, 2012 Employee performance is stated as the ability to produce work outcomes of the required standard in terms of productivity, quality, motivation, and results. Motivation is widely deemed as being one of the major performance determinants in respect to employees of Max Air Nigeria Limited and therefore involves investigation.

### **Dimensions of Employee Performance**

It is broadly defined that employee performance reflects task performance, contextual performance, and adaptive performance. Safe operation and customer relations assert that task performance rights into the essential job requirements expected of an employee. Contextual performance entails cooperation and coordination in the organization hence positively impacting organizational outcomes. Another important type is adaptive performance which is the ability to perform in a new circumstance, which is highly important in an aviation setting. Employees show motivation in these dimensions to fit the framework of Max Air Nigeria Limited and boost its performance.

## Measurement of Employee Performance

Supervisory methods will include; quantifiable measures such as; productivity rates and quality standards and qualitative measurements such as; performance appraisal, and 360-degree feedback. This combination will provide a vantage point for analyzing the performance of employees in Max Air Nigeria Limited.

## Theoretical Framework

Herzberg's Two-Factor Theory (1959) posits that employee satisfaction and performance are influenced by two categories of factors: hygiene factors and motivator factors. Pension, working conditions, and other hygiene factors are necessary to remove sourced discontent but do not on their own instigate motivation. While external factors such as money, promotion, or challenging tasks increase performance motivators on the other hand increase performance. The theoretical framework applicable to this research effort is Herzberg's two-factor theory since it examines the intrinsic and extrinsic motivation for employees' performance. Herzberg's Two-Factor Theory (1959) posits that employee satisfaction and performance are influenced by two categories of factors: hygiene factors and motivator factors. Pension, working conditions, and other hygiene factors are necessary to remove sourced discontent but do not on their own instigate motivation. While external factors such as money, promotion, or challenging tasks increase performance motivators on the other hand increase performance. The theoretical framework applicable to this research effort is Herzberg's two-factor theory since it examines the intrinsic and extrinsic motivation for employees' performance. Accordingly, hygiene factors, such as pay and job security for Max Air Nigeria Limited satisfy the basic employee requirements, and extrinsic factors, including recognition and training opportunities, are regarded as intrinsic motivators that stimulate long-term organizational performance. Vroom's Expectancy Theory (1964) suggests that employees' performance is influenced by the perceived outcome of their efforts. If employees believe their efforts will lead to rewards like promotions, bonuses, or recognition, they are more motivated to perform. This theory is relevant to Max Air Nigeria Limited, as understanding how employees perceive the link between effort and rewards will help determine the relationship between motivation and performance. The stronger the belief that effort leads to reward, the higher the motivation and performance.

## Relationships between the Theories and the Variables

Herzberg's theory links both the hygiene factors and motivators to the performance of the employees, demonstrating how the two factors determine the level of satisfaction and productivity of

employees. On the other hand, Vroom's Expectancy Theory focuses on the level of performance that is expected from the employees based on the perceived outcomes of effort. Both theories are useful for the current study since they provide information about how intrinsic and extrinsic motivation affect employees' behavior and performance.

### Conceptual Framework of Motivational Factors and Employee Performance

The following diagram shows how motivational factors affect the performance of employees in Max Air Nigeria Limited. The paper demonstrates how both the internal and external motivational factors affect employee performance as well as the theoretical framework that underpins this relationship. The framework combines Herzberg's Two-Factor Theory which categorizes factors into motivators and hygiene factors, and Vroom's Expectancy Theory which focuses on the effort-reward relationship and expectation. As will be seen in the following concepts, the diagram shows that motivation is complex and affects employee performance in various ways.

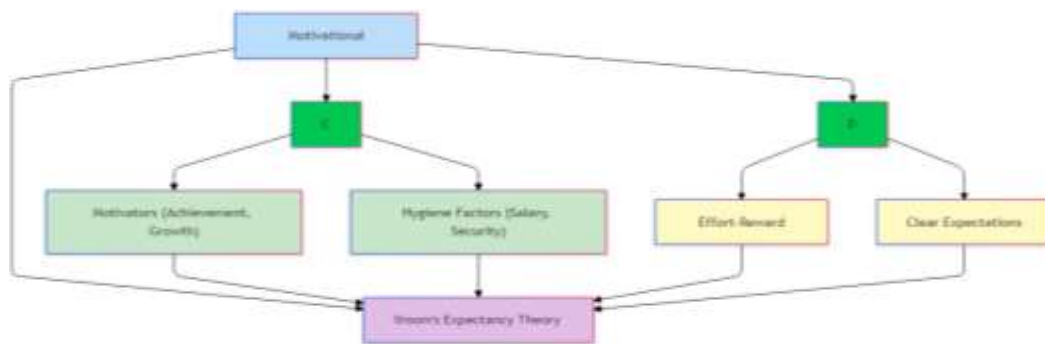


Figure 1: Conceptual Framework of Motivational Factors and Employee Performance

The diagram (Figure 1: The research model – Motivational Factors and Employee Performance) shows how the independent variable, Motivational Factors affects the dependent variable, Employee Performance in Max Air Nigeria Limited. Herzberg's Two Factor Theory of motivation distinguishes between incentive factors such as achievement and recognition and maintenance factors such as wages and fringe benefits; while the maintenance factors are necessary to avoid job dissatisfaction, it is the incentive factors that lead to job satisfaction and improved performance. Vroom's Expectancy Theory goes a step further to connect motivation to performance by focusing on the effort-reward nexus and the role of expectation – the more an employee expects that his or her efforts will be rewarded, the more motivated he or she will be to perform. Combined, these theories argue that if employees are motivated to seek satisfaction within the job or to be rewarded for their performance, then they will perform better, establishing the link between the IV and DV in the framework.

## Empirical Reviews

Samuel, M. L. (2024) found that intrinsic motivation, which includes personal satisfaction and achievement, was more effective than extrinsic motivation in enhancing performance. This is in line with Herzberg's Two Factor Theory, where hygiene factors are used to maintain satisfaction while motivational factors will lead to consistent and future improvement. Similarly, Ihemereze, K. C., et al. (2023), and Abdullahi, M. S., et al. (2020) also disclosed that extrinsic incentives such as recognition and achievement are essential intrinsically in the aviation field. Moreover, Manjenje, M., & Muhanga, M. (2021) mentioned non-material incentives as a way to enhance high performers' performance while Siddiqui, N. N. (2024) justified that motivation among employees in the aviation industry leads to compliance and commitment.

Ugochukwu, U. P. (2021) established that than intrinsic factors such as money for a short-term performance boost, long-term performance is enhanced by intrinsic motivators such as opportunities for growth and promotion. These findings resonate with Deci and Ryan's Self-Determination Theory asserting that autonomy is the best for optimal results in self-organised working conditions. This is supported by Adeniran, A. O., et al. (2023) who argued that whereas extrinsic motivation reduces performance after some time, intrinsic motivation specifically the factors acknowledging personal growth scores better in the long-run tests. The study carried out by Muhammed, A., et al. (2022) and Agboola supported the hypothesis that although financial and non-financial incentives such as job satisfaction, and career progression are instrumental in rewarding employees, in line with the focused theory of Maslow's Hierarchy of Needs. Similarly, in Mohammed, A., & Sundararajan, S. (2023) it was also established that enhanced performance from increases in financial motivation is small with higher psychological needs unmet.

In an article by Samuel, M. L. (2024), hybrid motivation theories were also found to enhance organizational commitment as well as performance mirroring Herzberg's stand that while interest encourages dissatisfaction, motivation leads to high performance. Several contemporary studies indicate that the strategic implementation of Management Information Systems (MIS) improves intrinsic aspects including autonomy which when combined with extrinsic incentives increases performance. In another study conducted by Mohammed, A. (2023), the author established that MIS enhances both motivational means and ends out of intrinsic and extrinsic incentives, particularly within the advanced data analysis industry.

In the Nigerian public sector, Alabi, O. A., et al. (2022) have revealed that non-financial rewards such as recognition and skill development have a significant influence on employee performance over and above the financial rewards. This was supported by Varma, C. (2017) with a positive correlation between intrinsic motivation and job satisfaction. Likewise, Mohammed, A., & Kumar, S. (2022) have stressed that decision-making involvement and job enrichment are fruitful for performance improvement when employees get a sense of worth from the organization.

According to Abdullahi, S. R., et al. (2015) pointed out that whereas intrinsic motivation is relatively more stable extrinsic motivators such as job security become more important in hard economic times. This discovery agrees with Vroom's Expectancy Theory which posits that employees' performance depends on a perceived probability of attaining organizational objectives. Adetola, A. A., et al. (2022) also found that intrinsic motivation, particularly autonomy, and appreciation, had a greater influence on performance than extrinsic incentives, consistent with the dual-factor theory, which argues that both intrinsic motivation and hygiene factors must be effectively managed for optimal outcomes.

## **Research Gap**

The existing body of knowledge in the field of employee motivation and performance presents a wealth of knowledge on the role of motivational elements on employee results across industries. However, there is still a research gap that concerns the aviation industry in Nigeria and more so Max Air Nigeria Limited. Although much research has been conducted in the banking, hotel, and healthcare industries, relatively few researches have been conducted to understand how both internal and external motivational factors affect the performance of employees in the aviation industry. In addition, prior studies have been found to consider internal and external motivation as two distinct variables, and the interaction between these variables is usually not taken into consideration. Further, most of the literature has investigated the motivational effects in the short-run instead of the long-run effects on organizational performance. This study will however seek to fill this gap by exploring the effects of both intrinsic and extrinsic motivation on the single dimension of employee performance concerning Max Air Nigeria Limited. Also, the study will compare the findings with the motivational theories that exist in the literature to determine the extent to which motivational factors influence employee performance in the Nigerian aviation sector, and how this can be improved.

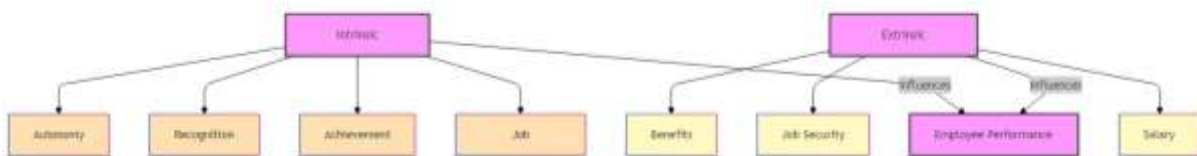


## Model of the Study

The study's model categorizes motivational factors—intrinsic (e.g., job satisfaction, recognition, personal growth) and extrinsic (e.g., financial incentives, job security)—as the independent variable (IV) and employee performance as the dependent variable (DV). The hypothesis posits that these motivations jointly influence employee performance, potentially moderated by organizational context. Intrinsic motivation, linked to personal fulfillment and achievement, enhances productivity, while extrinsic motivation, tied to tangible rewards like pay and promotion, satisfies immediate needs and supports organizational commitment. Together, these dimensions of motivation are expected to positively impact employee performance, including job-specific, contextual, and dynamic aspects, ultimately benefiting organizational outcomes.

## Model of the Study Linking Motivational Factors to Employee Performance

The diagram below is the model of the study that analyses the motivational factors (intrinsic and extrinsic) that affect employee performance in Max Air Nigeria Limited. This diagram shows that the motivation factors can be intrinsic, for example, satisfaction, achievement, recognition, and autonomy, and extrinsic, such as pay, security, and fringes, all affect performance. In this case, the single dimension of employee performance is influenced by both dimensions of motivation, thereby supporting the notion that the two are equally important in the success of the organization.



*Figure 2: Model of the Study Linking Motivational Factors to Employee Performance*

Figure 2 shows the IVs, intrinsic motivation, and extrinsic motivation, and the DV, employee performance. Intrinsic motivation includes factors like job satisfaction, achievement, recognition, and autonomy that compel employees to work harder because they find satisfaction in the job. Organizational rewards which are external motivators include salary, job security, and other benefits that compel the employees to work hard. This paper demonstrates that both intrinsic and extrinsic motivation cause direct effects on employee performance, which includes task performance, contextual performance, and adaptive performance. This relationship is in support of motivational theories such as the hierarchy of needs and the two-factor theory; both theories argue that both intrinsic and extrinsic

factors are required to meet the needs of employees and improve their performance. In this regard, this study contributes to theoretical discourses on motivation and behavior by providing this conceptual framework of how intrinsic and extrinsic motivations improve employee performance.

### **Research Methodology**

This research adopts conceptual studies and therefore utilizes a review of literature, scholarly journal articles, and books to assess how Motivational factors affect the performance of employees in Max Air Nigeria Limited. According to the literature review and theories, the study maps the connection between intrinsic and extrinsic motivation with performance within the context of the aviation sector. This method supports the research objectives providing results without having to collect brand new primary data that would add to the body of knowledge regarding motivation and performance in Nigeria's aviation industry.

### **Findings of the Study**

1. **Intrinsic Motivational Factors:** The study reveals that employee satisfaction, recognition, and promotion affect performance in Max Air Nigeria Limited. Work satisfaction leads to commitment and performance, as stated by Herzberg's Two-Factor Theory (Herzberg, 1959). Opportunities for professional development and autonomy further enhance effectiveness (Deci & Ryan, 1985).
2. **Extrinsic Motivational Factors:** Competitive pay, incentives, and favorable working conditions are critical for employee commitment and performance. Maslow's theory highlights the significance of meeting basic needs, such as wages and job security, before addressing higher-level motivations (Maslow, 1943).
3. **Interaction of Intrinsic and Extrinsic Factors:** A combination of intrinsic and extrinsic motivators leads to superior employee performance. Self-motivated employees who are recognized, developed, secure, and well-compensated perform better and align with organizational goals (Yousaf, A., et al., 2015).
4. **Strategies for Performance Enhancement:** Recommendations include increasing recognition programs, implementing career management initiatives, and involving employees in decision-making. Enhancing pay, incentives, and working conditions can reduce stress and turnover. Vroom's Expectancy Theory suggests linking effort to rewards to boost motivation and performance (Vroom,

1964). An integrated approach combining intrinsic and extrinsic motivation is essential for optimal results.

### Recommendations of the Study

1. **Enhance Job Satisfaction:** Max Air Nigeria Limited should foster job satisfaction by creating a supportive environment, offering regular feedback, and providing clear career advancement paths to boost employee performance.
2. **Competitive Compensation:** Competitive pay, performance-based bonuses, and a safe, comfortable work environment can improve retention and productivity in the high-turnover aviation sector.
3. **Balance Motivation:** Integrating intrinsic and extrinsic motivators, such as linking rewards to promotions and recognition, enhances employee engagement and organizational success.
4. **Clear Expectations and Rewards:** Setting clear performance expectations and aligning efforts with rewards, as guided by Vroom's Expectancy Theory, can enhance productivity and clarity for employees.
5. **Employee Well-Being:** Implementing well-being programs, including counseling, stress management, and work-life balance initiatives, supports employees and improves performance (Mohammed, A., 2023).
6. **Continuous Learning and Autonomy:** Supporting lifelong learning, training, and decision-making power promotes responsibility and efficiency, contributing to organizational success.

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# Awareness of Vertical Farming in India: The Impact of Socio - Economic Factors on Public Perception

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## Abstract

*The awareness of vertical farming among the public in India finds out the influence of socio-economic factors, mainly on gender, age, and income. As a sustainable agricultural innovation, vertical farming has tremendous potential to address the challenges related to food security and environmental issues in densely populated countries like India. However, awareness of this practice among the public is uneven, often influenced by socio-economic disparities. This study combines a mixed-method approach by analyzing mainly survey data and REVIEWS to identify patterns in awareness levels across different demographic groups. Findings indicated that income and education are pivotal determinants of information access regarding vertical farming. Perception and interest in adopting the concept depend on age and gender. Younger and more educated people show higher awareness levels, whereas a significant role of income is determined in shaping attitudes concerning affordability and accessibility. The study highlights designing targeted awareness campaigns and inclusive policies that cover these disparities. By integrating socio-economic insights in outreach strategies, stakeholders can effectively bridge the gap in awareness that will promote the adoption of vertical farming across a diverse community within India. This paper underlines that socio-economic factors play a great role in framing public perception regarding sustainable agricultural development*

*Keywords: Vertical Farming, Awareness, Socio-Economic Factors*

## Introduction

Vertical farming is likely to revolutionize food production, especially in resource-constrained and densely populated countries such as India. However, it is the public's awareness and understanding of its benefits, challenges, and implications that will drive its adoption.

This paper examines the socio-economic factors that shape public awareness of vertical farming in India. Specifically, it analyzes how gender, age, income, and education affect the perception



and knowledge of vertical farming practices among individuals. This awareness is critical, as awareness usually determines acceptance, advocacy, and eventual adoption of innovative technologies. For example, income levels might affect access to information and resources, while educational background could influence the ability of an individual to grasp the complexities and benefits of vertical farming. In the same way, gender and age might influence interest and engagement with the concept due to cultural norms and generational differences.

The research shall examine survey data and case studies in order to find knowledge gaps and opportunities for targeted awareness campaigns. The findings would highlight how socio-economic factors impact the perception of people and be instrumental in suggesting ways to propagate vertical farming as an environmentally-friendly agriculture solution for India.

### **Statement of the Problem**

Although sustainable agricultural innovations such as vertical farming have become increasingly relevant, public awareness in India remains uneven, with significant gaps across different socio-economic groups. Thus, many individuals, especially those from lower income brackets or rural areas, may not be well-exposed to the benefits and potential of vertical farming, hindering its wide acceptance. The challenge here is how socio-economic factors such as gender, age, income, and education influence public perceptions and awareness of vertical farming. Without taking into account these factors, the awareness campaigns are bound to be generalized and ineffective, leading to low engagement and adoption rates. The objective of this study is to try and address the problem by analyzing how these socio-economic factors influence the level of awareness and perception of vertical farming in India, ultimately offering insights for targeted and inclusive communication strategies.

### **Objectives of the Study**

1. To analyze the influence of socio-economic factors (such as gender, age, income, and education) on the public's awareness of vertical farming in India.
2. To assess the differences in awareness of vertical farming across different socio-economic groups in India.
3. To identify effective strategies for raising awareness of vertical farming among socio-economically diverse groups in India.

## Scope of the Study

This study explores public awareness of vertical farming in India, focusing on how socio-economic factors such as gender, age, income, and education influence public perception. It will examine variations in awareness across different socio-economic groups in both urban and rural populations. The study will also evaluate existing awareness programs and policies related to vertical farming, assessing their effectiveness in reaching diverse socio-economic groups. The research aims to provide recommendations for improving engagement and education, considering the socio-economic divide between urban and rural areas and its impact on vertical farming perceptions.

## Methodology

The study will adopt a **quantitative research approach**, primarily relying on **surveys** to collect data. Surveys will be conducted with individuals from various socio-economic backgrounds (based on gender, age, income, and education levels) to assess their awareness and perceptions of vertical farming in India. Secondary data will be gathered from existing market research reports, case studies, and government publications related to vertical farming and agricultural policies in India. This will support the primary data by providing additional context and a broader understanding of vertical farming awareness in the country.

## Limitations of the Study

This study may face several limitations, including:

1. **Sample Size:** The research may be limited by a small or non-representative sample of consumers, affecting the generalizability of the findings.
2. **Geographic awareness:** The study may face challenges in ensuring that the sample is representative of all socio-economic groups, particularly rural populations and lower-income individuals, which could affect the generalizability of the findings.
3. **Self-Reported Data:** Since the data is based on respondents' self-reports, there may be a risk of social desirability bias, where respondents provide answers they think are expected rather than their true opinions, impacting the accuracy of awareness levels.
4. **Access to Technology:** In rural and low-income areas, respondents may have limited access to technology or the internet, potentially reducing participation and skewing the results toward urban and higher-income populations with better access to online surveys.

## **Review of Literature**

**Grace Ning Yuan et al (2023)** The study highlights the importance of urban agriculture (UA) beyond just its economic profitability. It emphasizes UA's significant socio-environmental benefits, such as improvements in social well-being, health, disaster risk reduction, and environmental sustainability. The study also examines how policymakers can bridge the gap between current UA practices and sustainable development through adaptive policies. Additionally, advancements in UA technologies and plant biotechnology are presented as potential solutions for increasing the future profitability of commercial UA, making it a viable and integrated part of urban life.

**Kristin Jürkenbeck, Andreas Heumann and Achim Spiller(2019)** This study investigates consumers' acceptance of vertical farming systems, highlighting the importance of understanding consumer perceptions. It finds that perceived sustainability is the main driver of acceptance, with larger systems seen as more sustainable. The study uses data from an online survey of 482 consumers in Germany and identifies key factors influencing acceptance through structural equation modeling. Overall, the study emphasizes the need for consumer acceptance in promoting vertical farming as a viable solution for food production.

**Sonakshi Samal et al (2024)** Researched on India's growing population and limited arable land make food security a critical challenge. Vertical farming offers a sustainable solution by using technologies like hydroponics to produce high yields in small spaces. Startups such as UrbanKisaan and AeroFarms are leading the way, supported by government initiatives. While high costs and energy demands remain obstacles, ongoing research aims to optimize technology and reduce expenses. Vertical farming holds significant potential to revolutionize agriculture and meet urban food demands sustainably.

**Technological Trends and Engineering Issues on Vertical Farms (2023)** This comprehensive review explores the advancements and challenges in vertical farming, focusing on environmental control, resource efficiency, smart indoor farm architecture, and sensing technologies. It also examines consumer perceptions and the acceptance of vertical farming, highlighting the importance of integrating new technologies to optimize productivity and sustainability.

**Shiva Consultancy Group (2023)** This research explores vertical farming as a solution to India's food security challenges. It elaborates on the sector's progress, supported by government

subsidies and private-public partnerships. However, the study points out obstacles such as high setup costs and a lack of skilled labor, recommending renewable energy solutions and farmer education programs for long-term growth.

**M. Manida & M. K. Ganeshan (2021)** in their study suggested that new farming innovations are urgently needed and innovations should be integrated into traditional agribusiness. Vertical cultivating and natural cultivating are the exploration territories to battle these requirements. This strategy is appropriate for the quickly developing worldwide metropolitan population can be met food supply from inside the urban communities and along these lines decreasing the transportation cost and climate weakening brought about by energizes all the while.

**Table 1: Demographic Breakdown by Age Group**

Age Group	Number of Respondents	Percentage Calculation	Percentage	Interpretation
18-24	83	$(83/100) * 100$	82.5%	Represents a larger no of respondents, indicating a strong youthful demographic.
25-34	9	$(9/100) * 100$	9.7%	The smaller group, showing representation of young professionals.
35-45	8	$(7/100) * 100$	7.8%	Represents a significant portion, likely indicating mature consumers.
<b>Total</b>	<b>100</b>		<b>100%</b>	Represents the total respondent count, ensuring all age groups are accounted for.

**Table 2: Demographic Breakdown by Gender**

Gender	Number of Respondents	Percentage Calculation	Percentage	Interpretation
Female	52	$(52/100) * 100$	52%	A larger number of respondents are seen as women, who have participated in the survey

Gender	Number of Respondents	Percentage Calculation	Percentage	Interpretation
Male	48	$(48/100) * 100$	48%	A lesser number of respondents compared to female are seen as male.
Others	0	$(0/100) * 100$	-	No other gender preference other than male and female are a part of this survey
Total	100		100%	.

**Table 3: Educational Qualification of Each Respondents**

Educational Qualification	Number of Respondents	Percentage Calculation	Percentage	Interpretation
High School or below	9	$(9/100) * 100$	9%	Very less no. of respondents are High school and below categorized students
Undergraduate	77	$(77/100) * 100$	77%	A significant minority feels these strategies are somewhat effective.
Postgraduate	12	$(12/100) * 100$	12%	A significant minority count are seen in second degree holding category
Doctrate	2	$(2/100) * 100$	2%	A less notable portion are Doctrate
<b>Total</b>	<b>100</b>		<b>100%</b>	Represents the total respondent count, ensuring all views

**Table 4: Educational Qualification Affecting the Awareness of Public**

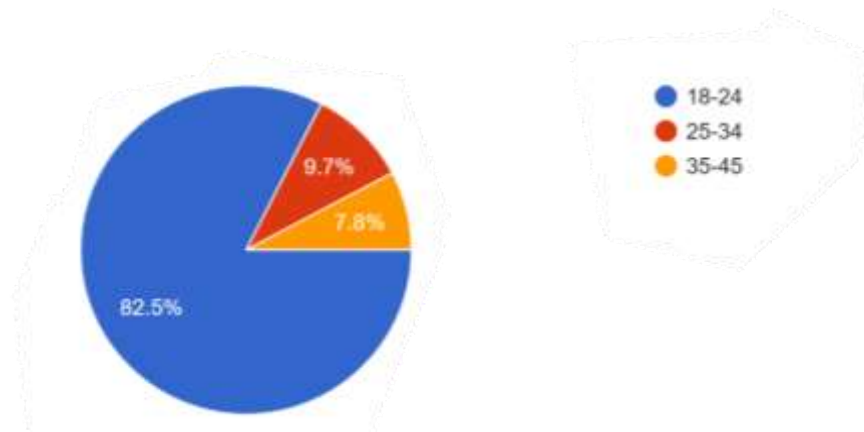
<b>Educational Qualification</b>	<b>Number of Respondents</b>	<b>Percentage Calculation</b>	<b>Percentage</b>	<b>Interpretation</b>
Not Familiar	18	$(18/100) * 100$	18%	This category has individuals who are mostly in educational category of high school or below which interprets that their lesser educational knowledge is reason for not being familiar with concept
Somewhat Familiar	66	$(66/100) * 100$	66%	Students who are undergraduate are mostly aware about the concept of vertical farming
Very Familiar	16	$(16/100) * 100$	16%	A significant minority count are very familiar, but this includes post graduates who have higher knowledge
<b>Total</b>	<b>100</b>		<b>100%</b>	Represents the total respondent count, ensuring all views

### Summary of Tables

- **Table 1:** Shows a balanced age representation among respondents, with a focus on the young adult demographic.
- **Table 2:** The Table reveals that more women participated than men, with no representation from other gender identities. This indicates a slight gender disparity in the respondent pool.
- **Table 3:** The survey reveals that the majority of respondents are undergraduates, making up the largest educational group. A smaller proportion consists of postgraduates, followed by those with a high school education or below. Only a minimal number of respondents hold doctoral degrees.

- **Table 4:** Awareness of vertical farming increases with educational qualification, with undergraduates being somewhat familiar, postgraduates very familiar, and those with lower education levels mostly unfamiliar.

**Table 1: Age group representation**



Here is the pie chart illustrating the age group representation of the respondents. The chart highlights that the largest group is the 25-34 age range, with a significant representation also from the 35-44 age range.

## Findings

### 1. Demographic Insights

- The survey showed variation in awareness levels of vertical farming based on educational qualification. Gender-wise, women had slightly higher participation, but awareness levels were similar across genders.
- Rural respondents and individuals with lower income levels showed limited familiarity with vertical farming concepts.

### 2. Impact of Educational Qualification on Awareness

- 18% of respondents (primarily with high school or lower education) were not familiar with vertical farming.
- 66% of respondents (mainly undergraduates) were somewhat familiar with the concept, indicating moderate awareness within this group.
- Only 16% of respondents (predominantly postgraduates) were very familiar, highlighting the strong influence of higher education on awareness levels.



### **3. Challenges in Spreading Awareness**

- Lack of targeted awareness programs has left lower-educated groups less informed.
- Rural respondents reported lower exposure to educational resources or media content about vertical farming, showing a clear information gap.

## **Suggestions**

### **1. Targeted Awareness Campaigns**

- Develop campaigns focused on the 18% unfamiliar respondents, simplifying information and using relatable examples to engage those with lower educational backgrounds.

### **2. Educational Outreach**

- Collaborate with schools and universities to integrate vertical farming concepts into the curriculum and reach the 66% somewhat familiar group through workshops and seminars.

### **3. Localized Communication Strategies**

- Tailor materials in regional languages and formats to cater to both rural and urban audiences. Utilize visuals and storytelling techniques to connect with the 16% very familiar group, encouraging them to become advocates for spreading awareness.

## **Conclusion**

The study highlights that socio-economic factors such as education, gender, age, and income significantly influence public awareness of vertical farming in India. Findings indicate that awareness levels are higher among individuals with advanced educational qualifications, while those with lower education levels or from rural and lower-income groups exhibit limited familiarity with the concept. This underscores the importance of targeted strategies to bridge the information gap and promote vertical farming as a sustainable agricultural solution.

To effectively spread awareness, it is essential to develop localized and accessible educational campaigns tailored to diverse socio-economic groups. Leveraging digital platforms for urban outreach and traditional media for rural engagement can enhance the reach and impact of these initiatives. Collaborations with educational institutions, government bodies, and community leaders will further strengthen efforts to promote understanding and acceptance of vertical farming.

Moving forward, fostering awareness and adoption of vertical farming will require continuous engagement, innovative communication strategies, and inclusivity. These efforts are critical to

ensuring that vertical farming becomes a widely recognized and adopted solution for sustainable agriculture in India.

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# Digital HRM in the Gig Economy Era: Transforming Workforce Management Dynamics

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## Abstract

*Revolutionary advances in technology and digital innovation have dramatically altered the nature of labour in a variety of sectors, particularly in the service economy. To gain financial independence, many people turn to gig employment. The gig economy is a task-oriented work environment in which typical employer-employee relationships do not exist. Workers are instead treated as independent contractors, with complete authority over their activities. However, gig workers do not maintain long-term relationships with firms. When a task is accomplished, the contract ends. Companies looking to cut operating costs are increasingly turning to gig recruiting platforms to find the right candidates. So, the purpose of this study is to investigate the function of AI in human resource management and how it can help to complete the work more profitably. Furthermore, this article emphasises the difficulties connected with integrating HRM in gig-oriented businesses*

*Keywords: Digital Economy, Gig Economy, Human Resource Management, Artificial Intelligence, Workforce, Digital HRM*

## Introduction

Changes are inevitable thing. The good business never fails to adopt the changes when it's required. Business requirement is changed due to its objectives or customer taste and preference or market condition or due to long term sustainability. The environment of work and workforce management has changed dramatically in the modern period, driven by rapid technological development in this digital era and changing organizational needs. In traditional business landscape, where job role is fixed and rigorous hierarchies define the workplace. The classic work context model includes an employer-employee interaction. But now a day, Business entities no longer rely only on permanent staff for all jobs. Instead, they use digital platform to get the right and global best talent at their convenient level with the advantage of not hold them permanently. Organisations may

now engage with highly qualified experts in real time using digital platforms powered by artificial intelligence (AI) and analytics. These solutions provide not just access to a wide talent pool but also predictive information to guarantee the appropriate individual is chosen for the right role. As a result, companies may control their operation ensuring that get the right talent with low cost, and increase productivity which align with organisation success strategy.

Digital Human Resource Management (HRM) solutions have become essential in supporting these changes in this dynamic environment. By integrating cutting-edge technology like artificial intelligence (AI), machine learning, and cloud-based platforms, digital HRM assists businesses in hiring, managing, and retaining both gig workers and full-time staff. This change in workplace culture emphasises the transition to a results-oriented environment that prizes flexibility and originality. The function of digital HRM in the gig economy is examined in this study, namely how these technology advancements alter workforce dynamics by bridging the gap between organisational requirements and the constantly growing pool of digital talent. It explores how specialised work, effective management, and the strategic use of human capital are valued in today's workplace culture, making digital human resource management (HRM) a crucial instrument in the digital age.

## Literature Review

**Muhammad Farhan Aslam, Maira Khalid (2024)**, in their paper titled, *Role of HRM on Gig Economy*, the article highlights the importance of HRM in with in gig economy. And also the article suggests that implementing HRM in Gig economy improves the performance and also satisfies the workers around 73%. So, the study concludes that invest in HRM practices leads to competitive advantages.

**Dr.Rajinder and S.Aurora (2023)**, in this article authors opine that, identify the clear role for the gigs, formulates clear policies, review the HR process then and there, clear recruitment process, train managers to use gig workforce, avoid different opinion conflict among the workers. In this article authors, review the extent of role of HRM in gig economy and major finding of the article is role of HR is very important in recruiting and retaining the gig employees and paying the way for a health and smooth future relationship.

**Brown, T., & Roberts, J. (2022)**, this literature review focuses on the role of HRM in motivating and retaining gig workers. It emphasizes the importance of recognition, flexible work arrangements, and fair compensation as critical factors in maintaining worker satisfaction and reducing turnover in the gig economy.

**Healy, J., Nicholson, D., & Pekarek, A. (2021)** this paper examines the challenges of managing gig workers through digital platforms. It discusses the need for HRM to create policies that ensure fair treatment and protect gig workers from exploitation. The review also suggests that HRM can play a crucial role in defining the boundaries of gig work.

## Objectives

- To explore the role of AI in predictive workforce analytics for the gig economy.
- To examine the challenges associated with implementing digital HRM in gig-focused businesses.
- To analyze the impact of digital HRM on gig worker retention and job satisfaction.

## Role of AI in Predictive Workforce Management

### a) AI-Driven Insights

Businesses can now collect and analyse enormous volumes of data from a variety of operations, such as payroll, performance reviews, economic indicators, and market trends, thanks to the incorporation of Artificial Intelligence (AI) into HR procedures. This data can be examined to find trends in employee performance and operational effectiveness by utilising advanced algorithms. AI-driven analytics provide predictive models to identify future trends in addition to offering insights into historical workforce behaviour. For instance, by examining past data like attrition rates, employee productivity, and corporate development estimates, AI can forecast the number of workers needed in particular departments or jobs. Additionally, AI can spot any skill shortages and suggest focused training courses to fill them, keeping companies competitive and flexible. By emphasising new trends, it can also help HR teams make decisions in real time, allowing them to foresee problems and take preventative action. HR operations become a more strategic and flexible function as a result of AI's capacity to provide actionable insights that improve personnel planning and support data-driven plans. This change is especially advantageous in fast-paced settings where accuracy and agility are essential for success, like the gig economy.

## **b) Identification of Patterns**

Artificial intelligence (AI) technologies can uncover hidden patterns and relationships in history that human study might overlook. By identifying factors that influence employee attrition, such as compensation, work-life balance, or management style, you can determine the primary reasons of this phenomenon. analysing skill gaps and development needs, such as a lack of necessary skills or the requirement to upskill in order to meet future demands. monitoring internal promotions, lateral transfers, and exits to understand career paths and identify potential talent pools.

## **c) Job-Person Fit**

By sifting through enormous resume pools and selecting applicants who best fit the requirements for a particular position, Job-Person Fit AI-driven resume screening solutions expedite the hiring process. Only the best applicants are shown to companies thanks to this technology, which drastically cuts down on the time and effort required for manual short listing. Because gig workers are frequently employed for highly specialised and temporary jobs, the job-person fit is very important for them. Because the majority of gig workers have specialised knowledge, there is no need for in-depth training, and companies can onboard talent more rapidly and effectively. In addition to reviewing resumes, AI systems may assess a candidate's abilities, experiences, and even behavioural characteristics to make sure they match the project specifications and business culture. Based on past performance, predictive analytics can be used to determine a candidate's chances of succeeding in a specific position. Additionally, AI is being used more and more by gig platforms to match workers with projects based on availability, geography, and previous performance assessments in addition to technical expertise. This guarantees that companies may attain maximum productivity and improves personnel management's overall effectiveness. AI improves the accuracy of recruiting decisions by bridging the gap between candidate talents and job needs, conserving resources while preserving high-quality results in the gig economy.

## **Challenges associated with implementing digital HRM in gig-focused business**

### **a) Technical Challenges**

The low level of digital literacy among gig workers is a major obstacle to the successful application of digital HRM in the gig economy. The inability of many gig workers, particularly those from underprivileged or rural areas, to effectively utilise platform-based labour

opportunities is caused by their unfamiliarity with sophisticated digital tools. Their ability to succeed in a technologically advanced workplace is hampered by this digital divide, which also leads to inefficiencies. Integrating cutting-edge HR technology, such artificial intelligence (AI), machine learning (ML), and predictive analytics, presents significant obstacles from a business standpoint. Adopting these state-of-the-art solutions frequently necessitates a large outlay of funds for software, infrastructure, and training. Businesses may experience severe financial hardship as a result of these costs, particularly in the early stages of implementation. Smaller businesses may be forced to allocate resources inefficiently in order to handle these transformations, taking money away from their main operations. Small businesses and microenterprises are especially reluctant to integrate digital HRM into their operating plans. This hesitancy is caused in part by tight finances, a lack of access to reasonably priced technology, and worries about the return on investment. Because of this hesitancy, digital HRM practices are adopted more slowly, which hinders their capacity to effectively compete in a market that is becoming more and more digital.

#### **b) Compliance and legal issues**

Privacy issues have grown in importance in the digital age, particularly with the growth of platform-based gig-focused enterprises. To comprehend consumer behaviour and market trends, these platforms mostly rely on data. As a result, each time the platform is used, they gather and examine enormous volumes of client data. Order suggestion systems, for example, frequently use personal information about clients, including past purchases, payment records, and current web searches. Although this data-driven strategy improves user experience, it also poses significant questions around consent and data protection. Furthermore, some users have claimed that some platforms change rates according to the user's surfing history or the perceived value of their gadget. Users of high-end smartphones or other gadgets, for instance, may experience greater rates than those of entry-level versions. In addition to undermining trust, these actions expose these platforms to moral and legal concerns. The situation is made more difficult by the absence of uniform international regulations. Some nations are lagging behind in putting strong privacy policies into place, while others have strict data protection legislation, like the General Data Protection Regulation (GDPR) in the European Union. Because they have to deal with different compliance regulations, gig-based businesses operating internationally face difficulties.



### **c) Adoption Resistance**

A sizable percentage of companies in India are retail-based, and they are mostly run by traditional business owners who have been doing things the same way for many generations. Because of long-standing trust difficulties, this group of business stakeholders is reluctant to embrace gig workers via digital channels. This hesitancy is influenced by worries about technology-mediated transactions, the unpredictability of gig workers, and the absence of face-to-face encounters. Furthermore, gig platforms are seen by many traditional business owners as complicated and disruptive to their existing operations. They are cautious about the possible hazards, such as poor job management, a lack of responsibility, and worries about critical company data being exploited. These impressions serve to further support their inclination to hire permanent employees or rely on unofficial networks to fulfil their workforce requirements.

## **Impact of Digital HRM on gig Worker Retention and Job Satisfaction**

### **a) Digital HRM Retention Strategies**

With the introduction of digital HRM technologies, retention tactics in the gig economy have changed dramatically. Using AI-powered HR solutions to provide individualised employee experiences is one of the most effective strategies. In order to create opportunities, benefits, and career trajectories that are specifically suited to gig workers' preferences, abilities, and past performance, these platforms promote a feeling of fulfilment and community. Furthermore, real-time feedback systems are essential for maintaining ongoing participation. Employers and gig workers can now communicate instantly thanks to digital networks, which facilitate prompt performance reviews, task clarification, and accomplishment acknowledgement. These systems encourage openness and assist in resolving issues before they become serious enough to cause discontent. When incorporated into digital HRM systems, performance tracking technologies provide comprehensive insights into employees' contributions, assisting businesses in identifying high performers. By giving gig workers access to transparent data and opportunities for growth, these platforms also empower people and promote accountability and self-improvement. Data-driven incentive and recognition programs that are in line with employees' accomplishments can be included into digital HRM systems to further improve retention. Long-term engagement and increased happiness are also facilitated by the platform's upskilling tools, flexible work schedules, and easy payment methods.

**b) Enhancing job satisfaction**

In the gig economy, well-designed digital HRM procedures can greatly increase job satisfaction. Gig workers have a smoother experience because to streamlined contracts, payments, and communication procedures. Convenient digital contract management combined with prompt and transparent payments fosters dependability and confidence, both of which are essential for employee satisfaction. Additionally, digital platforms offer tailored lines of contact that enable employees to stay in touch with their employers and promptly resolve issues, promoting a feeling of support and inclusivity. Offering possibilities for job advancement and upskilling is another crucial component. These days, a lot of platforms provide AI-powered learning modules customised to meet the specific requirements of gig workers. These include training courses, certifications, and industry-relevant materials, which help employees stay competitive in the ever evolving digital market. Additionally, by incorporating recognition programs into digital platforms, milestones and accomplishments may be celebrated, which raises morale and productivity. Employee happiness is increased when job assignments are flexible and employees are given the freedom to select projects that fit their interests and skill set.

**c) Providing Incentives to Retain Gig Workers**

Gig labour is transient and flexible, which makes labour turnover a common problem in the gig economy. Businesses must use incentive-driven tactics to keep gig workers on board and motivate them to stay until the end of the contract in order to counteract this. One important element in creating a sense of security for gig workers is providing social security benefits like health and accident insurance. Offering typical employment benefits, which many employees in this industry may not have access to, can increase their dedication and loyalty. Strong motivators can also be found in financial incentives such as milestone prizes, performance-based bonuses, and prompt payouts. Non-cash incentives like certifications, recognition programs, and prizes for outstanding work can also boost satisfaction and morale. Flexible work arrangements and chances for reskilling or upskilling through training courses and certifications can motivate gig workers to prioritise particular contracts, as many view their jobs as supplemental sources of income. Additionally, using digital technologies for transparent communication and reward distribution guarantees dependability and confidence, both of which are essential for preserving long-term partnerships with gig workers.

## Conclusion

Digital HRM solution integration has had a major impact on the evolution of personnel management in the gig economy. Cutting-edge technologies like artificial intelligence (AI), machine learning, and predictive analytics are revolutionising human resources procedures, improving workforce management, and encouraging strategic decision-making. Because gig employment is dynamic, AI-driven insights improve workforce planning and expedite hiring. Gig-focused organisations face obstacles including as adoption opposition, technical difficulties, and compliance complications when integrating digital HRM, despite its advantages. Digital literacy initiatives, standardised regulations, and trust-building strategies are needed to address these. Gig workers' temporary commitments continue to be a problem, despite the fact that digital transformation presents new prospects and competitive advantages. Ironically, the gig economy is strengthened by the availability of global talent since it encourages flexibility and lessens reliance on a single workforce. To sum up, in the gig economy era, digital HRM is a strategic need. It changes workforce dynamics and becomes essential for organisations that are focused on the future by bridging the gap between technical capabilities and human capital needs.

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# E-Banking Services: A Comparative Analysis of Indian Public, Private, and Foreign Banks

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## Abstract

*This paper's goal is to ascertain how satisfied customers are with e-banking services. A total of 166 customers were recruited for the study. A significant relationship between education and e-banking service customer satisfaction, a significant relationship between branch banking and e-banking service customer satisfaction, and a significant relationship between gender and e-banking service customer satisfaction are all investigated using the analysis of variance technique. The study's findings unequivocally demonstrate that customers' satisfaction levels with e-banking services vary by age and occupation. The findings also suggest that demographic variables, particularly age and occupation, have a major influence on online banking activity. Lastly, this study proposes that knowing how satisfied customers are with public, private, and international banks' e-banking services can enable bankers to better comprehend the needs of the clients.*

*Keywords: Chi-Square Test, Pie chart, and Customer Satisfaction Foreign banks, private, public, and e-banking*

## Introduction

Every situation will inevitably change, and the Indian financial sector is no exception. By utilizing various channels and technologies, it has expanded its reach to include even the most remote regions of the nation. Although it came with difficulties, e-banking is the outcome of India's financial transactions changing. Customers required alternate channels to cut down on the amount of time they spend in banking halls because their everyday banking transactions had gotten more complex. However, in order to cut expenses, the bank also need other channels that could shift the majority of its core banking operations and services to its clients. For this reason, the government is always enacting regulations to make sure it is safe and dependable in order to contribute to the ever evolving nature of technology. For example, Finland was the first nation in the world to take the lead in online banking. Under the brand name Infinity, ICIC Bank was the first bank in India to introduce e-banking in 1997. By using delivery channels like internet, mobile, and telephone banking,

automated teller machines (ATM), smart cards, debit/credit cards, e-cheques, electronic transfer funds (ETF), electronic clearing services (ECS), electronic data interchange (EDI), etc., the banking institutions have computerized financial transactions, which has stabilized the Indian economy.

### **Literature Review**

Additionally, Kumar and Gupta (2020) used a multiple-criteria decision-making tool called the Analytical Hierarchy Process (AHP) to investigate how e-banking users perceive online risk for public, private, and foreign banks. They used three major risk parameters—security, privacy, and trust—to assess online risk perception for the aforementioned banks, and the results showed that security risk is the most important of the various aspects of perceived risk, followed by privacy and trust concerns. Public sector banks were also perceived as the safest in this regard, as well as the safest in terms of privacy and trust, and from the overall perspective of risk parameters, public sector banks are perceived as the most secure, followed by private and foreign banks. study and application. Generally speaking, Indian private and international banks may use appropriate marketing techniques to create a positive image.

Madavan and Vethirajan's (2020) study looked at how satisfied customers were with the way public and private sector banks in the Puducherry region used e-banking services. They used primary and secondary sources to collect data for their study, which had a sample size of 478. In their article, they employed a non-probability sampling technique, namely a purposive sample technique for the investigation. This study paper makes use of a number of statistical methods, including the independent sample t-test, ANOVA, correlation, mean, and standard deviation. Overall, their findings showed that, in comparison to private sector banks, public sector bank clients had a lower impression of the different aspects of e-service quality.

In their study, Agrawal, Sakshi, and Kukreti (2017) found that without e-banking, there would be Banks are functional. How much did banks in the public and private sectors use e-banking, according to their analysis?(Relating to HDFC Bank and SBI) The survey aims to determine employee perceptions of e-banking use in both public and private sector banks as well as consumer satisfaction with e-banking. The study uses a primary and secondary methodology. The survey demonstrated how customers felt about the level of service quality and staff satisfaction in online banking services. Additionally, this study compares the working styles of public and private sector banks with regard to SBI and HDFC banks.

Suleiman, LIM, and WEE (2017) stated that the goal of their article was to provide an overview of Malaysia's adoption of e-banking. It starts by use a model developed by Chung and Payter (2002) to analyze the websites of local banks. The various e-banking product types used by users were examined before the traits of e-banking adopters were finally described. Of the 542 questionnaires that were sent out and returned for the survey, 54% came from people who had adopted online banking. For this, the majority of adopters used services like basic tasks like checking their balance, getting summary reports of their transactions, and using their current and savings accounts. When needed, such as once a month to pay utility bills and use the facilities from home or the office, many adopters used e-banking services. In addition, consumers encouraged friends and relatives to use online banking services. The research Additionally, it showed that younger groups, those with greater salaries, and those in higher positions were more likely to adopt.

According to Masoud and AbuTaqa (2017), the goal of their study was to determine and examine the variables influencing Jordanian consumers' adoption of e-banking services. 450 users of e-banking services were chosen by the researchers from nine major banks to make up the study sample. The study found that the adoption of e-banking services was significantly impacted by e-service quality, e-perceived usefulness, e-security, and e-reliability. E-service quality had the biggest impact on customers' adoption, whereas e-security had the least impact. The study clarified the lack of an impact of e-responsiveness on consumers' adoption of e-banking and demonstrated the efficacy of the following e-service quality dimensions: e-ease of use, e-privacy, e-efficacy, e-design, and e-cost effectiveness.

In their empirical research, Siddik, Sun, Kabiraj, and Shanmugan (2016) looked at how e-banking affected bank performance. Although e-banking is becoming more and more popular in Bangladesh, it is still unknown how it will affect banks' performance; their article will cover this knowledge gap. Data from 13 banks between 2003 and 2013 were utilized in a scientific study to examine how e-banking affected Bangladeshi banks' performance as measured by return on equity, return on assets, and net interest margin. Using least squares analysis, it was discovered that e-banking had a negative impact on banks' return on equity in the first year of adoption, but that it started to have a favorable impact after two years. One of the study's experiential findings was more important for underdeveloped nations like Bangladesh because it will urge lawmakers and the bank's management to adopt such measures in order to enhance e-banking. By validating the results of earlier research, this study also added to the empirical literature.

The impact of e-banking variables on customer satisfaction in Pakistan was examined by Toor, Hunain, Hussain, Ali, and Shahid (2016). With the help of a literature study, they chose five SERVQUAL-derived service quality dimensions—reliability, responsiveness, assurance, tangibles, and empathy—as predictors of consumer satisfaction in online banking. The study's research design was quantitative, and 264 e-banking users from various Pakistani cities participated in a tested questionnaire to provide data. The study's findings showed that there is a substantial correlation between customer satisfaction and service quality dimensions in Pakistani e-banking, with a greater focus on the five characteristics of assurance, responsiveness, and dependability.

### **The Objective of the Study**

- To investigate the demographic impact of e-banking services provided by foreign banks, the public sector, and the private sector in India.
- To investigate how satisfied clients are with e-banking services offered by public, private, and foreign banks.
- To determine how e-banking services affect public, private, and foreign banks' operations.
- To determine the difficulties that banks and customers have with e-banking services.

### **Research Methodology**

As for the research methodology, these are the methods or approaches that will be used to analyze our topic on E-banking services: "A comparative study between public, private, and foreign banks in India." A descriptive research design is chosen for this study because there is little room for an exploratory or any other type of research design. The population considered for the sampling design is the Indian Banking Sector. Private, Public, and Foreign sector banks in India are taken into consideration. We will use a simple random method to select the population for the research purpose because a simple random sample takes a small random portion of the entire population. to symbolize the complete set of data.

There are only a few banks in India, including public, commercial, and foreign banks, despite the country's enormous population.

In this case, primary data collection will be supported by secondary data gathering, which will be the primary focus.



A questionnaire will be used to gather data from primary sources as well as a variety of secondary sources, including journals, periodicals, research articles, Internet newspapers, and bank annual reports.

Information analysis will be conducted using statistical tools. For statistical analysis, the laptop program "SPSS" is utilized. The following lists the tools used for statistical analysis of numerical parameters:

The Chi-Square Tests are the statistical test that should be utilized for testing hypotheses. variable independence.

Users of e-banking services from Indian public, private, and foreign banks make up the universe. The research hypothesis is based on the study's title, which is "A comparative study of E-banking services provided by public banks, private banks, and foreign banks in India."

## Hypothesis

H0 means "[Types of banks] is independent of [satisfaction level of E-banking services]"

H1: The number of "[Types of banks] is not independent of [satisfaction level of E-banking services]" →

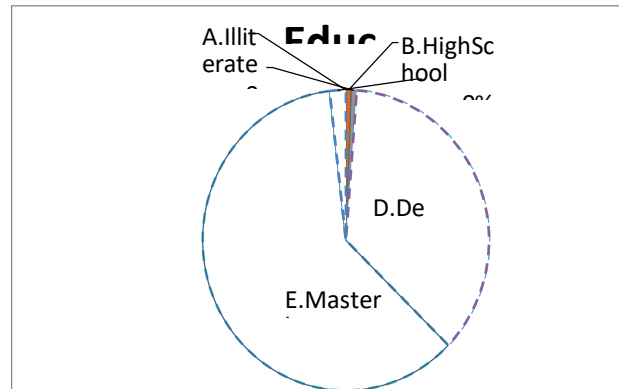
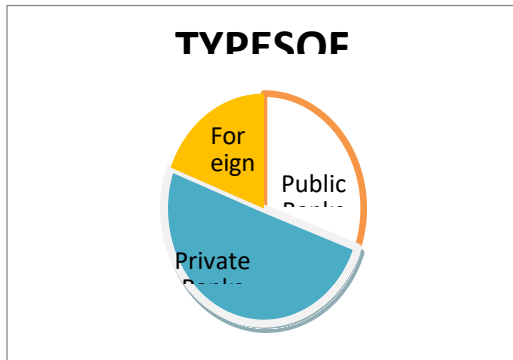
## Analysis and Interpretation

The analysis of the questionnaire for our goal is included below as part of the data gathering and interpretation.

H0 means "[Types of banks] is independent of [Demographic influence of e-banking service]"

H1: "[Types of banks] is not independent of [Demographic influence of e-banking service]" →

According to our data collection, the female respondent had 41.90% and the male had 58.10%. It is evident from the diagram that men use e-banking services at higher rates than women.



In education, we realize that a good number of our responses are holding a masters degree which contribute to about 61% of our population, 36% for Bachelor, PHD holders 2% and others.

According to our data collection, a sizable portion of consumers have embraced and are content with the services offered by private banks in India, as indicated by the responses for the various bank types used in the country. 50% (84), 31% (51), and 19% (32) for foreign banks, private public banks, and private banks, respectively. According to the diagram, private bank clients use e-banking services at a higher rate than those of public and foreign banks.

### Types of Banks and Branch Banking

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	12.594 <sup>a</sup>	8	.127
Likelihood Ratio	12.098	8	.147
Linear-by-Linear Association	1.012	1	.315
N of Valid Cases	166		

The Pearson Chi-Square is the primary outcome in the Chi-Square Tests table. The test statistic's value is 12.594, and its related p-value is  $p = 0.127$ .

### Choice and Definitions

We reject the null hypothesis since the p-value is higher than the significance level we have set ( $\alpha = 0.05$ ).

Instead, we come to the conclusion that there is insufficient data to imply a connection between bank types and branch banking. We can say the following in light of the findings: Branch banking and bank types do not correlate ( $X^2(8) \geq 12.594, p = 0.127$ ).

## Bank and Internet Banking Types

### Chi-Square Exams

	Value	df	Asymp.	Sig. (2-sided)
PearsonChi-Square	7.415 <sup>a</sup>	8		.493
LikelihoodRatio	7.306	8		.504
Linear-by-Linear Association	.081	1		.776
NofValid Cases	166			

- a. One cell (6.7%) is anticipated to be many more than five.4.43 is the bare minimum predicted count.

The Pearson Chi-Square is the primary outcome in the Chi-SquareTests table. The test statistic's value is 7.415, and its related p-value is  $p = 0.493$ .

### Choice and Definitions

We do not reject the null hypothesis because the p-value is higher than the significance level ( $\alpha = 0.05$ ) that we have selected.

On the other hand, we come to the conclusion that there is insufficient data to support a link between different bank types and online banking.

The findings indicate that there is no correlation between bank types and online banking ( $X^2(8) \geq 7.415, p = 0.493$ ). Bank Types and ATM Types

### Chi-Square Exams

	Value	df	Asymp.	Sig. (2-sided)
PearsonChi-Square	3.754 <sup>a</sup>	6		.710
LikelihoodRatio	4.659	6		.588
Linear-by-Linear Association	.126	1		.723
NofValid Cases	166			

- 3 cells (25.0%) are anticipated to be many more than 5..96 is the lowest projected count.

The Pearson Chi-Square is the primary outcome in the Chi-SquareTests table.

The test statistic's value is 3.754, and its related p-value is  $p = 0.710$ .

### Choice and Definitions

We do not reject the null hypothesis because the p-value is higher than the significance level ( $\alpha=0.05$ ) that we have selected. Instead, we come to the conclusion that there is insufficient data to imply a connection between ATM banking and bank types. We can say the following in light of the findings:

There was no correlation between bank types and ATMs ( $X^2(8) \geq 3.754$ ,  $p=0.710$ ).

#### Chi-Square Tests: Types of Banks and Telephone Banking

	Value	df	Asymp.	Sig. (2-sided)
Pearson Chi-Square	8.251 <sup>a</sup>	8		.409
Likelihood Ratio	8.101	8		.424
Linear-by-Linear Association	.266	1		.606
N of Valid Cases	166			

Seven (46.7%) cells are expected to be many more than five. 1.54 is the bare minimum predicted count.

The Pearson Chi-Square is the main outcome in the Chi-Square Tests table. The test statistic's value is 8.251, and its related p-value is  $p = 0.4909$ .

### Choice and Definitions

We reject the null hypothesis because the p-value is higher than the significance level we have set ( $\alpha = 0.05$ ).

Instead, we come to the conclusion that there is insufficient data to imply a connection between telephone banking and bank types.

The findings indicate that there was no correlation between bank types and telephone banking ( $X^2(8) \geq 8.251$ ,  $p=0.409$ ).

#### Bank Types \* Mobile Banking

Chi-Square Tests				
	Value	Df	Asymp.	Sig. (2-sided)
Pearson Chi-Square	8.412 <sup>a</sup>	8	.394	
Likelihood Ratio	9.211	8	.325	
Linear-by-Linear Association	.101	1	.751	
N of Valid Cases	166			

One cell (6.7%) is anticipated to be many more than five. 4.63 is the bare minimum predicted count.

The Pearson Chi-Square is the primary outcome in the Chi-Square Tests table. The test statistic's value is 8.412. The test statistic's related p-value is  $p = 0.394$ .

### Choice and Definitions

We reject the null hypothesis since the p-value is higher than the significance level we have set ( $\alpha = 0.05$ ).

Instead, we come to the conclusion that there is insufficient data to imply a connection between bank types and mobile banking.

The findings indicate that there was no correlation between bank types and mobile banking ( $\chi^2(8) \geq 8.412, p = 0.394$ ).

### Recommendation

According to the aforementioned analysis, consumers are more satisfied with e-banking services at private banks than at state or international banks. Customers from different educational backgrounds have varying levels of satisfaction and adoption of e-banking services. In particular, elderly individuals are less likely to use e-banking facilities, so it is important to provide them with appropriate training on how to use them. Additionally, banks must implement the best strategies to draw in different educational groups and provide more information about e-banking services. Due to its speed, the majority of clients use online banking. Therefore, banks should make every effort to ensure that e-banking operates around the clock and that customers can access services without any difficulties. Online shoppers are primarily worried about security, thus banks should inform their clients about this. Regarding the security of their passwords and pin numbers, it should advise clients to change them regularly to prevent fraudulent activity in online banking.

### Conclusion

To sum up, in order to determine customer acquisition, retention, and profitability, banks must prioritize customer pleasure and customer service. Because of the shifts in customer behavior and expectations, banks worldwide have been adopting digital. Because of organizational and technical advancements, every human being on the planet has wants that must be satisfied. A few decades ago, banking was conducted differently due to technology. Customers had to wait in long lines to complete banking transactions back then, but thanks to recent advancements, a simple mouse click may now complete a transaction. Banks may now serve and help customers not only in branches but anywhere in the world at any time and via whatever distribution channel they choose

thanks to new technologies. Customers are using internet and visiting branches less frequently due to the convenience of digital channels. using mobile devices more frequently for their financial requirements. While branch prominence is progressively declining, online and mobile banking are rising quickly. When it comes to receiving banking advice, people still choose branch banking. Despite not entirely replacing traditional channels, the internet and mobile devices have recently taken over as the primary way that customers communicate with their banks. Electronic banking will therefore undoubtedly surpass traditional banking in the near future.

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