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## **CBER 8<sup>th</sup> International Conference on Globalisation, Entrepreneurship and Emerging Economies (ICGEEE), 8-9 December 2023**

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In association with  
*Journal of Business and Retail Management Research (JBRMR)*  
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## Evidence on the role of institutions in economic growth: a panel data study of developing countries

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### Keywords

Gross Domestic Product (GDP), International Development Association (IDA), Generalized Method of Moments (GMM), International Bank Reconstruction and Development (IBRD), World Development Indicator (WDI), International Country Risk Guide (ICRG).

### Abstract

*The paper examines the role of various types of institutions on economic growth through capital formation and technological progress. The Solow residual is taken as a proxy of technological progress. The study uses panel data from twenty-one developing countries from the International Development Association. The sample period extends from 1990 to 2013. The institutions are categorized as economic, financial, political, and social institutions. The Solow growth model is the basic reference point of this study. The GMM panel estimation technique is applied due to the problem of endogeneity. The relationship between GDP per labor and institutions is explored through technology and stock of capital per labor. The results of this study show a significantly positive relationship between economic growth and economic, political, social, and financial institutions. Moreover, based on empirical results this study concludes that to achieve economic growth in developing countries, the government should strengthen its institutions and control the corruption, ethnic tension, injustice, terrorism, and intolerance in the society. The governments of developing countries should strengthen the financial and economic institutions to enhance growth via increasing investment in the country.*

## An examination of reverse logistics best practices in the fast-moving consumer goods industries

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### Keywords

reverse logistics (RL); best practices; fast-moving consumer goods (FMCG); retail sector; South Africa (SA); firm competitiveness

### Abstract

*The Coronavirus pandemic has led to consumers being progressively demanding, with changing needs owing to increased product variety and globalisation, as well as cheaper substitutes for products from foreign markets. The fast-moving consumer goods industry is able to provide for such a demand, as it is one of the biggest industries globally. However, this industry has also been affected by reverse logistics, which has led to the industry in search of reverse logistics best practices to mitigate reverse logistics challenges. The main objective of this study was to examine reverse logistics best practices in the fast-moving consumer goods industry. This was achieved by employing a positivist research philosophy, and furthermore by employing the explanatory and descriptive research design. This study was quantitative in nature which promoted the use of a non-probability purposive method to further collect data through survey-monkey using online platforms. The study achieved an 80% response rate from the FMCG retail industry, where the descriptive results from the Statistical Package for the Social Sciences, version 27 revealed that RL best practices are moderately implemented.*

# Multiple linear regression analysis for determining factors affecting the actual adoption of enterprise application architecture for supply chain management

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## Keywords:

Actual adoption; enterprise application architecture; external dynamics exasperations; internal dynamics exasperations; supply chain management; medium enterprises.

## Abstract

**Background:** Multiple Linear Regression (MLR) is a statistical technique accustomed to propositions on determining the nexus between internal dynamic exasperations (IDEs) and external dynamic exasperations (EDEs), denoted as the independent variables ( $X_s$ ), as well as perceived attitudes signified as the predictor variable for actual adoption (AA) of enterprise application architecture (EAA), presented as the dependent variable ( $Y$ ).

**Objective:** The objective of this paper was to ascertain the alternative hypotheses that IDEs, EDEs, and perceived attitudes (PAs) affect the actual adoption (AA) of enterprise application architecture (EAA) for supply chain management (SCM) within small and medium enterprises (SMEs).

**Design/Methodology:** The study used quantitative analysis chronicled in statistical package social science (SPSS) version 25 that encompassed diagnostic tests through Cronbach's Alpha for reliability, and Kolmogorov-Sminorv-Test. Data analysis concerted in the model summary, graphical expression of MLR, Beta weight, along with regression analysis (algebra expression).

**Results/Findings:** A sample of 310 data sets were used as SMEs' owners and managers. The results were obtained from the main analysis of multiple regression that produced a model equation ( $Y$ ) that determined the estimations of AA of EAA with  $5x_s$ ;  $19.49x_6$ ;  $17.84x_6$ ;  $18.23x_6$ ;  $16.12x_6$ ; and  $9.82x_6$ ; and response variable ( $Y$ );  $25.8 x_6$ : wherein  $E_i$  is residual error.

**Practical implications and conclusions:** This exertion contributes to existing knowledge on AA of EAA by providing three main separable functions of multilinear regression (MLR). First, it broadens the understanding of the strength of relationships between  $X_s$ , PV and  $Y$ . Second, its expositions which predictors in the model are statistically significant and which are not. Third, it projects a confidence interval for each predicted regression coefficient.

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## A Discussion of TikTok's Disregard of UK and US Child Data Policies

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## Keywords

COPPA Violations, Child Privacy Policies, Data Collection, TikTok Security, UK Data Protection

## Abstract

Children, being among the most vulnerable, require the most protection. While laws have been enacted to protect their physical well-being, many online companies have fallen short of ensuring proper usage of children's online data. The United Kingdom and the United States have taken an offensive stance on the matter by establishing their privacy policies aimed at protecting children online. The popular app TikTok has been flagged for security risks involving inadequate parental consent, unreasonable data collection, and data transference. This presentation will discuss US and UK child data privacy regulations and how companies can learn from TikTok's failure to comply. The first privacy concerns of TikTok surfaced in 2020, resulting in several nations discussing restrictions on the app



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and banning it as a whole. More recently, TikTok has been facing a multimillion-dollar lawsuit in the UK regarding the breach of data protection regulations for children. These are not the only allegations the parent company, ByteDance, has faced concerning safeguarding children and their data. TikTok's predecessor, Musical.ly, also owned by ByteDance, was sued in 2018 for violating the U.S. Children's Online Privacy Protection Act (COPPA). With more child users than ever, social media companies like TikTok are obligated to create a safe online environment.

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## **Consequences of failure and challenges of small business: a literature reviews**

**Ikenna Eze**

**Thobekani Lose**

Walter Sisulu University, South Africa

### **Keywords**

Small businesses, Business challenges, South Africa, Consequences of business failures

### **Abstract**

*In most nations, small businesses are viewed as vital to economic advancement. These smaller businesses can take advantage of environmental opportunities more effectively than huge corporations since they are more adaptable. Nevertheless, in the course of their activity, they also face numerous challenges. The study aimed to look at the challenges small businesses face in South Africa and the consequences of small business failure within the country. The study also made recommendations on how to sustain these small businesses.*

*This paper was written by employing a descriptive literature review. The descriptive literature review approach is an organised process that seeks out, collects, and evaluates published works in a specific area to identify any discernible patterns or trends. Every SME failure situation should be reviewed as a unique case and treated on merit. Consequently, the success of small businesses would be found in the reverse of these elements, namely, entrepreneur capacity, enterprise competitiveness, and environmental conduciveness.*

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## **Enhancing quality assurance in higher education through strategic endowment fund management: case studies and best practices**

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### **Keywords**

Endowment Fund, Higher Education, Strategic Management, Quality Assurance

### **Abstract**

*This research paper explores the pivotal role of strategic endowment fund management in elevating the quality assurance standards within higher education institutions. Quality assurance in higher education is of paramount importance, especially in a global context where educational excellence is a driving force for socioeconomic development. Endowment funds have emerged as a vital financial resource capable of shaping the quality landscape of educational institutions.*

*Drawing from an extensive analysis of case studies across diverse geographical regions and institutional types, this research identifies key strategies and best practices that have yielded tangible improvements in educational*

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quality. It explores the innovative ways in which endowment funds are established, managed, and leveraged to address specific quality assurance challenges faced by higher education institutions. Furthermore, it examines the ethical considerations inherent in fund allocation and distribution, ensuring equitable access to resources for quality enhancement.

This research paper not only underscores the critical association between endowment fund management and higher education quality assurance, but also provides a repository of practical insights and best practices that can guide policymakers, educational leaders, and philanthropic organizations in their efforts to sustain and elevate the quality of higher education worldwide. As higher education institutions grapple with the challenges of the 21st century, strategic endowment fund management emerges as a powerful tool in ensuring that educational quality remains at the forefront.

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## Through Planned Equipment Maintenance: A Case Study

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### Key words

Availability, bottleneck, classifier, OEE and reliability

### Abstract

Maintenance of equipment in a manufacturing facility is of great importance to ensure availability, performance, and production of goods at the right quality level. Overall Equipment Effectiveness (OEE) is a good key performance indicator for monitoring and controlling the reliability of equipment within a production system. Classifier is one of the major equipment forming an integral part of a production line within a coal fly ash processing plant. The classifier had a capacity to produce 45 tons per hour of product, but its productivity had reduced to 33 tons per hour. Through bottleneck identification, it was noted that some of the components of the classifier had worn and tear, thus needs to be replaced. Planned maintenance of the classifier was carried out for a period of five days on shutdown. Data was collected over 31 days before the maintenance and 31 days after maintenance for availability, performance and quality of goods produced to quantify OEE before and after the maintenance. Although the classifier was producing less than its capacity, the goods produced were within the acceptable quality level, thus 100%. Post the maintenance, the production rate increased by 30.30%. The OEE improved by 21.76%, which ultimately improved the availability of products to customers. The Turn-Around-Time of trucks on the despatch line improved by 29.76%. A maintenance programme was recommended to have a system in place to be followed for maintainability of the equipment, thus, to have a sustained OEE.

## Improvement of SME'S manufacturing and supply process flow a case study

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### Key words

Flow control, LOGON system, SAP system and Simulation

### Abstract

*Small Medium Enterprise (SME) within the manufacturing industry needs to be nourished as they contribute significantly to economy. Evaluation of a SME manufacturing facility resulted with areas of improvement. The current manufacturing process was manually operated , for instance, from raw materials feeding into a mixing equipment to finished goods packaging. Proposal of a semi-automated manufacturing process was initiated as an improvement of the current traditional process by consideration of design principles and introduction of components such as flow control valves, stock level sensor/detector, conveyor belt, automated guided vehicle and SAP system and LOGON system. Simulation and modelling of the traditional manufacturing process and the proposed process of manufacturing that was improved were conducted by making use of Arena simulation software version 16.0. The outcome indicated an improvement potential of higher material input and material outputs at maintained processing efficiencies. It was concluded that the adoption of the proposed manufacturing process improvement can assist in improving the supply chain from raw material acquisition to product availability to customers.*

## Moderating role of transformational leadership on workplace mindfulness and employee wellbeing

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### Keywords

Employee wellbeing, Workplace mindfulness, Transformational Leadership

### Abstract

*In recent years, the importance of organizational justice and transformation leadership has increased manifolds in organizations. The relevance of these practices in organizations has drawn the interest among researchers to explore more in this domain. Keeping this in view, the current study has examined the impact of workplace mindfulness on employee wellbeing by analyzing the impact of organizational justice as a mediator between them. In addition to this, the present research also analyzed the role of transformational leadership as a moderator between the relationship of Workplace mindfulness and wellbeing. Software like AMOS and SPSS were used to analyze the data was collected from 383 faculty members associated with prestigious universities of India. This is evident from the results of the study that there is a significant relation between employee wellbeing and Workplace mindfulness The results shows that organizational justice not only has a significant influence on employee wellbeing but also plays a vital role as a mediator between the relationship of Workplace mindfulness and its wellbeing. The study also confirms that this relationship is significantly moderated by transformational leadership. The relevance and uniqueness of these results will give future directions to the managers, employees, policy makers and employers to get a meaningful insight of the dimensions related to employee wellbeing, organizational justice, Workplace mindfulness and leadership.*

## Can Social Media Consumption behaviour shape personalities? -A comparison between GenZ and GenAlpha

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East West University, Bangladesh

### Keywords

Social Media Consumption Behaviour, Personality, GenZ, GenAlpha, Consumer Behaviour

### Abstract

**Purpose:** The research aims to find the answer to the question if social media consumption behavior can shape personalities and a comparison has been made between GenZ and GenAlpha.

**Design/Methodology/Approach:** Two surveys consisting of total 150 respondents, 75 respondents each were conducted. The two types of respondents were the GenZ and GenAlpha. The respondents of GenZ are basically the students at University and Freshers who just landed to a job. For the GenAlpha cohort students from a private school were surveyed through a Bengali questionnaire provided in hardcopy to get the responses. For getting more detailed information about the GenAlpha cohort schoolteachers were also included as expert opinion and secondary data analysis has also been analyzed for better insights.

**Findings:** According to the study, all five personality traits – extraversion, neuroticism, openness to new experiences, agreeableness, and conscientiousness – have a considerable impact on media consumption, which shapes the personalities of different generations.

**Practical Implications & Conclusion:** Research on social media consumption among Gen Z and Gen Alpha can help managers understand their unique traits, values, and interests. This knowledge can be used to modify workplace regulations, product development, and marketing tactics to effectively engage and manage these generations. Understanding media consumption habits can also be applied to internal communications and marketing information.

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## The African growth and opportunity act (AGOA) and export performance: a case study of the united republic of Tanzania in relation to its east African partner states

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### Keywords

African Growth Opportunity Act, East Africa Community, Non-reciprocal, Sub-Saharan African countries, and Preferential Trade Programme.

### Abstract

This study assesses the effectiveness of the African Growth Opportunity Act (AGOA) on the export performance of Sub-Saharan African countries (SSA) countries. Tanzania's export performance in relation to that of the other three East Africa Community (EAC) partner states, namely, Kenya, Rwanda, and Uganda, is investigated. The study employs a traditional trade model based on the Ordinary Least Square (OLS) procedure, covering the pre- and post-AGOA period from 1990 to 2020, 11 years before the signing of AGOA and 20 years after it. The main differences between this study and previous studies assessing the impact of AGOA preference include a longer sample period, the techniques of treating the model in the empirical analysis, and the number of countries assessed that allows to observe what differentiates the AGOA's impact on SSA countries. A panel model showing the overall impact of AGOA, and individual country regressions are estimated. The panel results show no impact of AGOA on the export performance of the EAC partner states, while to the individual country findings indicate that AGOA has a significant impact only on the total exports of Kenya, to the country of interest that is Tanzania is insignificant. The policy implications of the findings are discussed.

## The financial sector of emerging markets based on digital technology evolution in the banking sector - The Ghanaian experience

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Emmanuel Atta Kumah

Stephen Owusu Afriyie

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### Keywords

financial sector, emerging market, digital technology, financial institutions, government

### Abstract

*Evaluating the financial sector of emerging markets based on digital technology evolution is crucial, as the market tends to exhibit greater fragility than in the developed markets. As a result, this study is conducted to provide a deeper understanding of the old and new realities of the financial sector of emerging markets and conducts both qualitative and quantitative analyses of technological impacts on the financial sector of emerging markets. Further, the study has developed models to help emerging markets leverage digital technology to achieve sustained financial sector growth. In addition, SmartPLS modeling was applied to show the linkages between the characteristics of the financial sector in emerging markets and digital technologies. Using the financial sector of Ghana's emerging market, the study categorizes all commercial banks in Ghana into four groups from Q1 to Q4, based on their total asset holdings in the market. Simple random sampling was undertaken to select five commercial banks from the groups, and 400 questionnaires were administered to the management and staff of those banks. The study results revealed that strong government dominance and policies, private-foreign investments, and security and enforcement tools correlate with the promotion of digital technology in emerging markets. Also, private foreign investment had a strong association with government policies, financial inclusion, and digital financial products. Additionally, digital technology correlates with digital financial products and mediums of financial transactions. Most importantly, the study results showed that government policies correlate with all the variables used. Whereas government dominance and control remain high in the financial sector of emerging markets, this study posits that leveraging digital technology would capacitate the financial sector of emerging markets to take advantage of the opportunities in the global financial market to achieve sustainable financial sector growth and development in emerging markets.*

## Student interest in technology transfer with educational technologies in the "Fabrication Lab" for entrepreneurship

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### Keywords

Business education, Entrepreneurship, Fabrication laboratory, Technology transfer

### Abstract

*The main objective of the study was to determine the level of interest in entrepreneurship in academic innovation, considering the variables of interest, education, social norms, and entrepreneurship. The research methodology corresponds to a non-experimental design; a digital questionnaire was given to a sample for the study, consisting of 400 students from a private university in Arequipa, Peru. It used reliability and validity tests, factor analysis, and the modeling of structural equations using partial least squares. There were two well-defined phases,*

firstly, an exploratory factor analysis was carried out, this analysis aimed to condense the information in original variables into smaller series, secondly, a confirmatory factor analysis was carried out, using structural equation modeling based on variances. It is concluded that the proposed structural model, is explained from its variance by 72.5% (determination coefficient) and the factorial load that it exerts on the dependent variable such as university entrepreneurship, is significant and determining.

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## Socio-Demography and Emotional Intelligence in Nepalese Banks

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### Keywords

Emotional Intelligence, Nepalese Banks, Socio-Demography

### Abstract

The current paper results accumulate evidence that Emotional Intelligence (EI) is influenced by socio-demographic factors of employees. However, the research on Emotional Intelligence is majorly conducted in corporate sector and in western nations; since there is a lack of research on Emotional Intelligence in the context of banking sector in developing and least develop country, like Nepal. The objectives of this paper are to analyze the status of Emotional Intelligence among Nepalese bank employees and to measure the impact of demographic factors on Emotional Intelligence. The research approach is quantitative, research design is cross-sectional, descriptive, and inferential too, and population is total numbers of employees whereas sample is 393 employees from commercial and development Nepalese bank. The structured questionnaire was designed to collect primary data through convenience sampling technique with five-point Likert scale. SPSS was used to manage and analyze data. Frequency, Mean and Standard Deviations are used to assess the status of EI, F-test, P-value, post-hoc comparison of mean difference was used to measure the impact of demographic factors on EI, Chronbach alpha to test reliability of constructs, The research is able to find out that EI is well present in the Nepalese banking. Furthermore, some of the dimensions of Socio-Demographic Variables have a significant relationship with Emotional Intelligence. Marital status, income level and job tenure have significant impact on Emotional Intelligence.

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## Analysing the key Challenges that women Entrepreneurial businesses are facing in the UK: The case of BAME group

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### Keywords

Entrepreneurship, Entrepreneurial Challenges for BAME & Women Entrepreneurship

### Abstract

*Black Asian Minority Ethnic (BAME) women entrepreneurs are facing several challenges while initiating new business development including professional skills, funding opportunities and other social challenges (Sahira & Surangi, 2022). According to Lawton and Owalla (2021), white entrepreneurs have higher rate of success in terms of operating the business profitably comparing to BAME groups. Therefore, this research will investigate key challenges and barriers that BAME women entrepreneurs are facing in terms of professional skills, business knowledge, understanding market, product innovation and how to deal with various changes in the business environment. Primary data was collected via the qualitative research method and data was gathered through semi-structured interviews from twenty-seven participants. All participants are based in UK from the BAME community and are involved with operating SME businesses in the various sectors. The findings revealed that access to finance, professional skills linked to business, communication (including language) issues and prejudiced attitudes were the major challenges that BAME female entrepreneurs are facing in the UK. However, there is a need for more extensive research. Future research would formulate both gender-related aspects and the racial or cultural aspects affecting the BAME female entrepreneurs' appearance in the business world.*

## Analysing the key determinants of Investment decisions while setting up an entrepreneurial business in the United Kingdom

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### Keywords:

Entrepreneur, entrepreneurial business, starting stage, United Kingdom, sources of capital, external finance, financial constraints, information asymmetry, poor collateral, opposing personality traits, uncertainty, high cost of capital.

### Abstract

*Startup plays an essential role in developing products in the United Kingdom's economy by stimulating modernization and robust competition (Dr. Achibane & Jamal, 2018). Notwithstanding startups' vast influence on British economic development, several challenges are coercing these promising ventures. Nearly 40% of UK startup ventures fail due to obstacles regarding raising new capital in the seed stage (Philips, 2019). The capability to access finance is significant for a startup regarding starting investment for the business, increasing growth development, and smoothing day-to-day business activities related to cash (Andreas Kuckertz, et al., 2020). This study will also focus on understanding the major constraints faced by entrepreneurial ventures in the United Kingdom while accessing the capital market during the starting phase. The starting stage of a firm refers to the pre-commercialization stage when there is no product to commercialize. In this stage business idea is tested for its viability. Capital needs to channel Research and Development, conduct market research, expand the efficient team, and so on (Hisrich, 2013). Therefore, this study aims to find out the important determinants of investment decisions during the starting stage of UK ventures.*

*To conduct the research, data were collected by using primary and secondary sources. To gain primary data researcher used an online closed-ended questionnaire. The questionnaires were distributed to the innovators from the London region via emails or social media platforms. The convenience sampling technique was used to reach these 70 innovators, but 50 responses were received from those respondents.*

*Findings show that most of the respondents identified that the majority of the lenders asked for business plans, guarantors, and professionally audited financial reports which are not easy to generate at the start-up stage by the entrepreneurs.*

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## Employee Empowerment and Job Satisfaction in Nepalese Commercial Banks

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**Pradeep KC**

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### **Keywords:**

Employee Empowerment, Job Satisfaction, Nepalese Commercial Banks

### **Abstract**

The discourse surrounding the issue of employee empowerment (EE) has consistently been of great importance on a global level. *The aim of this study is to assess the status, relationship, and impact of employee empowerment and job satisfaction in Nepalese commercial banks. The study employed a deductive approach with descriptive and analytical research designs. The study population includes all employees working in Nepalese commercial banks in Sunsari, totaling 258 individuals. A structured questionnaire was designed to collect primary data through convenience sampling with a five-point Likert scale. SPSS was used to manage and analyze data. Cronbach alpha was used to test the reliability of constructs, and descriptive statistics were used to assess the status of employee empowerment and job satisfaction. Furthermore, inferential statistics were used to analyze the relationship and level of significance between variables and measure the impact of employee empowerment on job satisfaction. The research findings indicate that employees have a positive response towards all dimensions of employee empowerment and job satisfaction. Furthermore, the finding revealed a significant impact of employee empowerment on job satisfaction. Thus, commercial banks should continuously work on programs empowering employees to enhance job satisfaction.*

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## Technology and Institutions: What can research on Artificial Intelligence (AI) technology and institutions learn from each other?

Iris Billy

Hannah Anush

Campbellsville University, Louisville, USA

### Keywords

Artificial Intelligence, Artificial general intelligence, machine learning, deep learning techniques, expert systems, algorithms, institutions, voice, and face recognition

### Abstract

*Artificial Intelligence (AI) is not contained within the walls of technological organizations; over the decades, it has significantly impacted other industries due to the exponential practical implications of the technology and major break throughs as a result of AI implementation.*

*Many authors have conducted relevant research about AI and its assistance in industries like banking and finance, education, manufacturing, healthcare, and others to find direct correlation between application of AI technology in data analysis, decision-making, end user impact and satisfaction, time, and cost savings.*

*This study aims to perform in-depth analysis of various previous studies, and to conduct market research to comprehend the meeting point of Artificial general intelligence and Institutions and what they have to offer to each other; a detailed analysis of the way various strategies applicable through machine learning, deep learning techniques, voice and face recognition applications, expert systems assisting in comprehending customer behavior and patterns, and to identify potential demand, automation of key functions of inter-organization departments through algorithms, and building blocks that form institutions can be adopted by AI for future models and perspectives, and also to understand any gaps in the practical implications of AI that institutions can possibly incorporate in the future; thereby increasing efficiency and effectiveness of both AI and Institutions.*

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## Sustainability Perspective of Semi-Solid Waste : Economy, Environment and Employment

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### Keywords

Healthy environment, contentment, environment, eco-system, contamination and toxicity etc.

### Abstract

*Waste management from the perspective of healthy environment is for any civilised society. India is gradually coming to the term of good well-being for its people. There are several impediments in building healthy environment and contain the avoidance morality rate. Waste creation itself is the mind-boggling issue in India. For example, each person can't be given right or full contentment to have safe drinking water because water accessibility itself is flawed, rivers are hardly clean undoubtedly and hence water which is either used for human consumption or irrigation is not guaranteed free from contamination and toxicity flowing in the farms which poison the vegetable at least since its creation is under clout at first instance, how one can expect its proper treatment which needs significant cost. Organic waste can be separated with minimum intervention and least cost and hence there is a good amount of success on Bioenergy production. But issues of plastic waste and water waste are still unresolvable in India. The cost due to diseases is also insurmountable in India.*

## Readiness for New Ventures in South Africa Through Entrepreneurship Education: A Reflective Thematic Approach

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### Keywords:

Entrepreneurship education, Innovation in business, training in entrepreneurship, Entrepreneurial intentions

### Abstract

*The purpose of this research is to investigate what factors affect students' readiness to start their own businesses once they graduate from college. Case study research was conducted with an emphasis on an undergraduate degree program at a South African university. Data was collected through semi-structured interviews with 15 program participants and analyzed using a reflective theme analysis method. Our findings suggest that the experiential learning methodology employed at the university increases students' levels of self-efficacy in the realm of entrepreneurship, i.e., their belief in their own abilities to create and run successful firms. They look at the benefits of going into business for themselves with optimism. However, our findings suggest that certain students may lack the confidence to take initiative and try new things, making the social support system of teammates and teachers all the more important for helping them feel safe enough to try new things and succeed.*

## Township entrepreneurship, unemployment reduction and economic development: myth or reality in sub-Saharan African countries

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### Keywords

Economic development; Township entrepreneurship; Unemployment

### Abstract

*This study aims to perform a comparative analysis of the influence of township entrepreneurship on unemployment reduction and economic development among the Francophone and Anglophone countries in sub-Saharan Africa. The study employed a descriptive and quantitative research design where a longitudinal data was sourced from the World Development Indicators (WDI) and World Bank Entrepreneurship databases on 12 Francophone and 9 Anglophone countries respectively. A Fixed Effect panel regression model was employed to attain the objectives of the study. The findings of the study revealed that there is a significant negative effect of township entrepreneurship on unemployment; and also, township entrepreneurship has a positive significant effect on economic development. Both relationships were found to have insignificant differences between Francophone and Anglophone countries suggesting that the ability of township entrepreneurship to minimize the rate of unemployment and boost economic development is generic and irrespective of cultural and social differences. This study was anchored on the behavioral theory of social entrepreneurship to provide empirical contribution to existing literature.*

## Sociocultural factors as antecedents of challenges faced by women entrepreneurs: role of experiential motivation and innovative work behaviour

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Iqra Kalsoom

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### Keywords

Entrepreneurial Motivation, Challenges Faced by Women Entrepreneurs, Attitude towards Wealth Gains, Attitude towards Innovation, Individual Work Performance, Push Motivation, Pull Motivation.

### Abstract

**Objective:** The current study attempted to examine the influence of sociocultural factors (attitude towards wealth gains, attitude towards innovation, attitude towards risk-taking, female entrepreneurial performance, push motivation and pull motivation) on challenges faced by women entrepreneurs. The study also examined the mediating role of entrepreneurial motivation (entrepreneurial core, work core, social core, individual core and economic core) in relationship with sociocultural factors and challenges women entrepreneurs face. The present study also determined the moderating role of innovative work behaviour (idea exploration, idea generation, idea championing and idea implementation) among study variables.

**Methodology:** The purposive sample of the main study consisted of 300 women entrepreneurs (150 home-based and 150 field-based women entrepreneurs). The age of participants was 20-60 years old. The sample was collected from different rural areas of Punjab, Pakistan, through a snowball convenient sampling technique. Respondents completed the Entrepreneurial Motivation Scale (Vijaya et al., 1998), Challenges Faced by Women Entrepreneurs' Questionnaire (Quinlan, 2010), Individual Work Performance (Rahman et al., 2019), Innovative Personality Traits Inventory (Lebedeva et al. in 2009) and Materialism Scale (Khare, 2014) to measure the motivational factors, female entrepreneurial performance, innovative behaviours, attitude towards wealth gains, attitude towards risk-taking, attitude towards innovation and push and pull motivational factors respectively.

**Results:** Regression analysis depicted that push motivations are significant negative predictors of women entrepreneurs' challenges. In contrast, attitude towards wealth, risk-taking, innovation gains, individual work performance, and pull motivation are significant positive predictors of women entrepreneurs' challenges. There was a meaningful positive relationship between sociocultural factors and challenges faced by women entrepreneurs. Mediation models of the present study through PROCESS macro for SPSS (Hayes, 2013) supported that the mediating role of entrepreneurial core, work core, social core, individual core and economic significantly mediating in relationship with sociocultural factors and challenges women entrepreneurs face among total, home-based and field-based women entrepreneurs. Moderation models of the present study through SPSS-22 supported the moderating role of innovative work behaviour and its subscales significantly moderating the relationship between sociocultural factors and challenges women entrepreneurs face among total, home-based and field-based women entrepreneurs. T-test analysis showed a significant effect of demographic variables, i.e., business location, on study variables.

**Conclusion & Implication:** The present study's findings concluded that sociocultural factors significantly influence women entrepreneurs' challenges. Still, there were no mean differences among home-based and field-based women entrepreneurs. The results have theoretical and practical implications for practitioners, educationalists and psycho-spiritual consultants.

# Exploring the Drivers of GDP Growth in Emerging Market Economies A Comprehensive Analysis of FDI, HCI, Inflation, Tax Revenue, Government Spending, and Trade Intensity

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## Keywords

Taxes, Economic Growth, Emerging Market Economies, Panel Data Analysis, Macroeconomic Aggregates

## Abstract

*This research paper aims to investigate the relationship between GDP growth and a set of key economic factors, namely Foreign Direct Investment (FDI), Human Capital Index (HCI), Inflation, Tax Revenue, Taxes on Goods and Services (TGS), and Taxes on Income, Profits, and Capital Gains (TIPCG) in the EMEs. The study utilizes econometric analysis techniques to examine the impact of these factors on GDP growth and provides insights into their relative importance in driving economic expansion. The empirical analysis is based on a comprehensive dataset spanning multiple countries and time periods. The study employs panel data regression models, specifically fixed-effects or random-effects models, to account for cross-country and time-specific variations. The data for the independent variables, FDI, HCI, Inflation, TaxRev, TGS\_Rev, TGS\_ValueAdded, and TIPCG, are collected from reputable sources and carefully adjusted to ensure consistency and comparability across countries.*

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## The sustainability of cryptocurrencies: the case of Bitcoin as an investment asset

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## Keywords

Cryptocurrency market, Bitcoin, Volatility, Investment Prospects.

## Abstract

*The increasing demand for cryptocurrencies has attracted significant attention from investors, financial institutions, media and policymakers; however, due to the high volatility of Bitcoin, little research has focused on utilizing Bitcoin as an investment asset. This paper tries to overcome this gap in the literature. The main aim is to forecast the volatilities of cryptocurrency, gold and USD/PKR exchange rates and present a relative analysis of Bitcoin performance to Gold and USD/PKR exchange rates. The model includes econometrics models. The results found a significant ARCH/GARCH effect in all the market returns. The impact of mean reversion was also found to be substantial in all three markets. This study gives evidence in support of the role of the cryptocurrency market as a prospective investment and highly disconnected from conventional assets. However, some inherited idiosyncratic risks are associated with the cryptocurrency market relative to commodity and money markets, which are difficult to hedge against. Moreover, the results also support the cryptocurrency market's position as an emerging investment asset.*

## Strategic management paradoxes: a case of a social sciences and humanities research agency in south Africa

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### Keywords

Strategic paradoxes, intended strategy, emergent strategy, decision-making, leadership, organisational culture

### Abstract

*In an era best described as unpredictable, uncertain and dynamic, strategic planning and implementation have become a complex exercise, exacerbated by unforeseen events such as the recent global pandemic, Coronavirus (Covid19) and climate change events. With a focus on intended and emergent strategies within strategic management, this paper aims to understand the context in which strategic paradoxes affect organisational effectiveness. In-depth, semi-structured interviews were conducted with eighteen (18) Senior academic leaders responsible for strategic planning at the Social Sciences and Humanities Research Agency in South Africa. To test the element of strategic paradoxes, the paper draws from Mintzberg and Waters (1985) framework of Strategies, deliberate and emergent strategy. The results of the study revealed that the Research Agency predominantly employed intended strategies and that it deals with strategic paradoxes almost daily due to the nature of its business. This study also revealed that there is a relationship between the intended and the emergent strategy and that the two cannot be entirely separated. The findings also revealed that the organisation's policies and organizational culture play a huge part in strategic implementation... It is recommended that the impact that both strategies can cause, requires organisational leaders to take proper care in ensuring that employees understand where the organisation is going, otherwise strategic implementation can be compromised.*

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## A quantitative study on instructors' perspectives about teaching modalities in the classroom for a graduate hybrid program

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### Keywords

Teaching modalities, Instructor perspectives, Classroom instruction, Pedagogical practices, educational technology, Technology integration, Educational innovation, Faculty development

### Abstract

*This research article delves into the multifaceted domain of teaching modalities, exploring the diverse perspectives of instructors within the contemporary classroom environment in a graduate hybrid program, which offers classes online with partial face-to-face hours. With the rapid evolution of technology and pedagogical practices, educators are increasingly presented with a spectrum of choices regarding instructional methods. This study seeks to provide an insightful analysis of instructor perspectives on these teaching modalities, shedding light on the factors that influence their adoption, efficacy, and perceived impact on student learning. To gather a comprehensive understanding, a quantitative method research approach was employed. Data was collected through surveys, involving a diverse range of educators across various academic disciplines. Instructors recognize the importance of*

*adaptability in the modern classroom. They acknowledge that students possess varying learning styles and preferences, and, as a result, teaching modalities must be flexible to accommodate these differences. Educators increasingly embrace blended learning models, combining face-to-face instruction with online elements, to cater to the diverse needs of their students. The purpose of this research article is to offer a comprehensive analysis of instructors' perspectives on teaching modalities in the classroom. Emphasizing the importance of adaptability, the role of technology, the need for professional development, and the evolution of assessment practices in shaping contemporary pedagogy. Understanding and respecting the varied viewpoints of instructors is essential for the successful integration of teaching modalities and, ultimately, for improving the quality of education in the digital age.*

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## **Farmers' perceptions of the impact of land registration and certification on sustainable use of farmlands in Amhara region, Ethiopia**

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### **Keywords**

Land tenure; Sustainable land use; Land titling; Ethiopia; Amhara; Debre Mawi; Densa Bahta; Conservation technologies; Property rights

### **Abstract**

*This study analyses local farmers' perceptions of the impact of land registration and certification scheme on sustainable use of farmlands in Debre Mawi and Densa Bahta rural kebeles of Amhara region in northwestern Ethiopia. The required primary data were gathered through focus group discussions and in-depth interviews. It was found that land titling has contributed to a high perception of security of land tenure among study respondents. However, results show that land titling has both positive and negative impacts on sustainable use of farmlands. The positive impact of land titling is ascribed to its assurance effect and legal obligation imposed on farmers to adopt proper land management practices. The negative impact of land titling arises from its failure to address the existing inequality in possession of farmlands among the village communities. Failure of farmers' high perceptions of their security of land tenure to translate into sustainable land use practices has implications for the relative importance of other factors on the sustainable use of farmlands in the Amhara region. The study urges a holistic approach and comprehensive analytical framework to understand the synergy of several factors that affect the sustainable use of farmlands.*

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## **What does change management mean?**

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### **Keywords**

change, vision, performance, change management, change leaders, information, information system, success

### **Abstract**

*Change management is about adapting the culture and behavior of an organization or any institution to a changing and evolving world. Whether driven by strategic approaches, organizational restructuring or business process improvements, the life cycle of change is getting shorter. Therefore, change management is considered one of the most important leadership and management competencies.*

*Before we can determine what, we need to do to achieve success in change management, we need to determine how we will measure success. Successful change management ensures that the organization accepts change and demonstrates belief in it through action, achieves continuous and sustained improvements in performance criteria toward the targeted change, and develops the organization's competencies to more effectively manage the next change project.*

*In order to achieve organizational change, it is first necessary to convince the organization of the need and urgency for change. One of the most effective ways to achieve this is to ensure that performance is compared not between units within the organization, but with best practices outside the organization. In other words, to make benchmarking a corporate culture.*

*Change first requires an impressive vision to be put forward. So, what is an impressive vision? An impressive vision is an imagination that reveals an appealing dream of the future, is purposeful enough to guide decisions yet flexible enough to encourage initiative, easy to explain, and realistic enough to enthuse those who are susceptible to change.*

*It is as important to share the vision effectively as it is to create it. This requires simplifying the message, enriching it with examples, ensuring continuity of communication, discussing weaknesses without ignoring them, and most importantly, change leaders must act on the vision not only with their words but also with their behavior.*

*Establishing a clear link between change and vision and ensuring that the focus of change is on the actual program to be changed, are among the prerequisites for change management success. Therefore, setting measurable, challenging goals and communicating them widely accelerates change. However, in order to believe that the goals set are achievable, it is helpful to compare them with those achieved by leading competitors and benchmarking partners. The fact that change in this way leads to an orientation towards externally dictated goals helps to foster team spirit internally. Therefore, experts (consultants) with experience in different organizations can have an accelerating effect on change.*

*Change is learning. It is learning deeply enough to change actions and behaviors. Therefore, to achieve organizational change, exemplary people at all levels of the organization need to be united around the goal of change. Building a coalition that believes in change and demonstrates that belief in action should be one of the first steps towards institutional change. In a coalition supporting such change, the presence of people from all parts of the organization, from the board of directors to the organization's staff, and especially those who are respected in their community, helps ensure that the change is embraced across all platforms. It is important that those who embrace change also have the skills and competencies to implement change. Because the unity of discourse and action of those who embrace the vision helps to increase trust and grow the coalition.*

*It is beneficial to take measures to isolate the work teams established for change from the company environment. This is because when people's roles, responsibilities and relationships change, they are more likely to focus on the change itself rather than the position at work. Training the organization's employees on change and holding meetings for the realization of joint efforts in an informal environment away from the organization increase the creative potential.*

*One of the most effective means of ensuring commitment is to have people who will identify problems and find solutions, be responsible for their implementation. Therefore, it is beneficial in terms of implementation effectiveness not to avoid some repetition.*

*Without faith there can be no change. The most effective tool in spreading faith is success. Short-term gains should therefore be as important as long-term benefits when planning change. Effectively communicating short-term accomplishments also contributes to their realization.*

*Winning over those seen as obstacles to change facilitates both the growth of the coalition and the identification of weaknesses in the change process. It should not be forgotten that people who have the ability to think independently and creatively can also resist change due to their overconfidence. It is therefore important to win them over. But change may be inevitable even for those who don't change despite everything.*

*In order to ensure the permanence of change, it is necessary to support the organization and show leadership. A critical condition is that leaders back up their rhetoric of change with action. Using external support for change is beneficial both in terms of bringing broader experience to the organization and leveraging scarce resources. External support also facilitates change because it is independent of the organization's internal policies.*

*It is necessary to allocate resources and give importance to training in order to make change permanent and to bring new competencies to the organization. Employee training aimed at informing employees about the business as a whole, developing problem-solving techniques, improving human relations and teamwork is applicable to all*

change projects. It is also useful to provide technical training on a topic that is driving change (e.g., information systems).

One of the most important factors preventing change from becoming permanent is the incompatibility of the organization's information and performance management systems with the new order. Without changing an incentive system that reflects old values and is set up to protect them, it is difficult to motivate employees to innovate. Similarly, if the information system required for the new system is not in place, the information-based decision-making process will not work. One of the most important steps in institutionalizing change is to alter information and personnel systems so that they support change.

Change leaders are first and foremost those who are self-aware, focused on continuous improvement, value people, embrace continuous learning, transparency, communication and sharing as a philosophy of life and reflect this understanding in their behavior by being role models.

Organizations need to empower and support change leaders at all levels to maintain their change competencies.

The change underlying human development is life itself. Organizations that do not implement change in their operations must realize that they are putting their survival at risk.

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## Solidarity economy in the heart of the amazon: an innovative approach to sustainable development

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### Keywords

Associativity, bio-entrepreneurship, international cooperation, popular and solidarity economy, gender

### Abstract

The popular and solidarity economy (PSE) aims to achieve collective well-being through the practice of solidarity-based activities. The Amazon region of the Republic of Ecuador is closely tied to extractive activities, which risk impacting local populations' health and accelerating forest degradation. Furthermore, poverty in this region affects 48% of the population, forcing families to engage in harmful forest activities with significant environmental consequences. International cooperation, providing funding to promote bio-entrepreneurship, has generated sustainable alternatives for these populations. In this context, associativity emerges as a mechanism that generates income sources for families dedicated to forest preservation, presenting itself as a viable solution to this issue. This research aims to determine how international cooperation funding influences the associativity processes of the PSE, taking the Association of Wayusa Producers in Limoncocha, Ecuador, as a case study. This association is part of the "Proamazonía" project financed by the Ecuadorian government and the United Nations Development Programme (UNDP). Data was collected through semi-structured interviews and focus groups with key stakeholders. The results suggest that it is possible to achieve both economic and social benefits through the associativity process. These include empowering indigenous women, integrating them into the production process under fair conditions, and preserving the local culture. Consequently, this improves the quality of life for families and, at the same time, prevents the expansion of the agricultural frontier, promoting economic and environmental sustainability in the area.



# A comparative analysis of human resource management style and practices and their impact on organizational performance: evidence based on foreign and local manufacturers in Bangladesh

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## Keywords

HRM Style, HRM Practices, Organizational Performance, Foreign and Local manufacturing RMGs Companies (FMs and LMs), Cultural issue

## Abstract

*This research aims to examine the influence of human resource management style (HRMS) and human resource management practices (HRMP) on the organizational performance of foreign and local manufacturing companies (FLMCP) in Bangladesh. Specifically, it focuses on comparing the organizational performance of foreign manufacturers (FM) and local manufacturers (LM). The present research findings indicate that managers in the context of FMs exhibit better organizational performance compared to their counterparts in LMs. The utilization of participative HRM styles and practices has demonstrated better company performance in comparison to autocratic HRM styles and practices. Research has revealed that there is a positive correlation between HRM practices and the overall organizational performance of a company at higher levels. Conversely, it has been observed that the presence of strong control behavior within an organization is associated with a negative relationship with higher-level company performance. This study provides a comprehensive analysis of the existing research on the relationship between HRM style, HRM practices, and cross-cultural perspectives in the context of Bangladesh. The present study aims to identify and explore the cross-cultural issues that are relevant to two distinct categories of manufacturing managers. This study offers research-based evidence regarding the implications of multiethnic HRM style and HRM practices. Despite the increasing concern surrounding this topic, there has been a limited amount of research conducted to examine the manner in which both foreign and local manufacturing firms handle their HRM style and practices. This study proposes a novel approach to the style and practices of HRM. It is imperative to conduct additional research on the HRM style, HRM practices, and employee ownership within FMs and LMs.*

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## The role of media in SDGs promotion

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## Keywords

Quality Education, Media Impact SDGs, Awareness Campaigns, Stakeholder Perspective Sustainable Development

## Abstract

*The introduction of Sustainable Development Goals (SDGs) by the United Nations in 2015 presented an unprecedented opportunity to create a better world. Although progress has been made, more needs to be done to ensure these goals are achieved. One of the most important SDGs goals is quality education. Education is one of the most important building blocks for any society, and as such, it is essential that we ensure everyone has access to*

quality education. This includes not only making sure that educational institutions are well-funded, and facilities are in good condition, but also that students have access to the right resources to help them learn effectively. The role of media in promoting this goal cannot be understated. The purpose of this study is to assess the role of media in promoting the SDGs and how it can be used as an effective tool for public awareness and engagement. The study seeks to understand how different types of media including television, radio, print, and online platforms can be used to effectively communicate the SDGs and motivate people towards sustainable development. Furthermore, this discussion will explore existing evidence-based strategies for effective media campaigns about the SDGs and identify potential challenges associated with their implementation.

### **Methodology**

This research proposal seeks to explore "The role of media in promoting SDG goal quality education". To achieve this, a qualitative inquiry into the impact of media on educational outcomes are conducted. Semi-structured interviews with stakeholders in the field, such as educators, students, and media professionals, are conducted to explore how media is used to promote SDG goal quality education. Surveys are administered online to a sample of 100 individuals involved in the education system, such as educators and students, to gain a better understanding of their perspectives on the role of media in promoting SDG goal quality education.

### **Findings**

The results of this study suggest that media can play an important role in promoting the goal of quality education outlined in the Sustainable Development Goals. The findings show that the use of media, such as radio, television, and social media, can help to raise awareness about the importance of quality education and provide access to educational resources. It is evident that when people are exposed to these messages and resources, they become more motivated to pursue better educational opportunities. Furthermore, it appears that media can be used as a platform for individuals to express their views on quality education, which may further inspire others in society to pursue higher levels of learning.

### **Conclusion**

In conclusion, this review provides an overview of current knowledge and practice regarding the use of media to promote quality education for all. While traditional broadcast media remains an important tool, new digital platforms such as social media and mobile applications are becoming increasingly popular. Research has shown that effective implementation can result in improved learning outcomes. Finally, best practices for using media to promote quality education include tailoring content to the local context, taking into account access to technology and cultural literacy when designing interventions, and providing feedback and support.

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## **collecting vat revenue in the turbulent times – insights from Poland**

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### **Keywords**

VAT, revenue, Poland, efficiency, economic downturn

### **Abstract**

Value Added Tax is a predominant consumption tax across the globe. In 2020, according to the OECD, it accounted for approximately 20.3% of total tax revenue worldwide. In nearly 170 countries and territories VAT forms a part of their tax arsenal and it is appreciated for its performance. It is, however, also criticised for its vulnerability to fraud, lack of countercyclical balance, and inflationary tendencies that it may trigger. In the EU this tax is subject to a high degree of harmonisation but leaving however some room for the individual member states to exercise their discretion in shaping its framework. These optional provisions can have an impact on VAT collection both in the short and long term. As, among others, lower VAT rates can stimulate consumption and investment and higher ones – increase revenue, selected governments make use of this instrument of fiscal policy to influence the economy during economic crises.

Over the last few years, global economies experienced severe downturns as a result of diversified factors. Poland was among the countries also affected, however, after a shallow COVID crisis, the economy recovered relatively robustly from depressed growth. Currently, due to a high inflation rate and low consumer confidence, private

consumption is decreasing, which also has a negative impact on the profitability of multiple sectors. In the years preceding the time of the crisis, the government in Poland implemented multiple changes to the administrative structure of the tax authorities as well as reforms that modified the VAT system. For that reason, economic conditions might not have been the principal determinants that influenced VAT revenue collection in the last decade. Taking into account all those facts the main purpose of this paper is to evaluate the changes to the VAT collection efficiency in the last ten years, reconsider certain phenomena and examine selected measures adopted by the government that could have impacted this efficiency.

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## De-dollarizing the Global Economy

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**Keywords:** BRICS; De-dollarization; Global economics.

### Abstract

The process of de-dollarization, wherein nations seek to reduce their reliance on the US dollar as the dominant global reserve currency, is a significant paradigm shift in the international financial landscape. This abstract explores the multifaceted aspects of de-dollarization, encompassing its driving forces, consequences, and potential strategies for a world that is gradually transitioning away from dollar hegemony. As nations diversify their currency holdings and explore alternative monetary systems, this research discusses the geopolitical and economic ramifications of de-dollarization, including the potential for reduced dollar dominance, shifts in trade dynamics, and implications for global financial stability. Furthermore, it delves into the strategies that nations and international institutions can employ to adapt to this new era, highlighting the importance of enhancing financial resilience, fostering economic cooperation, and ensuring a more equitable and stable international monetary order. This abstract ultimately underscores the imperative for a coordinated and forward-looking approach as the global economy navigates the complexities and opportunities presented by de-dollarization.

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## Slow living, slow economy and slow consumerism: contentment is the Nirvana

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### Keyword

Slow movement, nomology, nomological network

### Abstract

The "slow movement" in consumerism relates to rational action in a particular manner, that is to say the action chosen by reasoning without haste. Prima facie it sits at a sharp contrast to 'impulsive buying' causing cognitive dissonance for the consumer. Are numerous consumer goal-appropriated actions that are taken always turn out to be rational? Do the consumers always invest time thinking through his or her proposed action, the deliberation on how the action may hold out?

Unfortunately, the current form of consumerism has led to unrestrained and obtuse consumption. Hence, Norwegian philosopher Guttorm Fløistad aptly remarked: "In order to master changes, we have to recover 'slowness, reflection and togetherness' which has a profound bearing on consumerism and choices."

The research embarks on an inquiry to find out how the nomology of mind works. The latter is the branch of science and philosophy concerned with the laws or principles governing the thought processes and operation of the

mind, especially as defined by custom or culture, influence consumer choice that relates preferences to consumption expenditures.

The discourse makes an inroad into an analytical framework of how consumers maximize the desirability of their consumption as measured by their preferences subject to limitations on their expenditures, by maximizing utility subject to a consumer budget constraint.

The nomology based framework hints at a nomological network of relationships between constructs in decision making, the outcome of this needs to be put in the perspective of the current consumerism.

It is interesting to speculate how the representation of the concepts (constructs) of interest in consumerism brings about the manifestations, and the interrelationships between these phenomena. Various necessary elements of a nomological network in consumerism need to be validated -- such as two constructs or theoretical propositions stating the underlying linkages between constructs, multiple correspondence rules allowing each construct to be measured empirically or even establishing the representing the various hypotheses centred around consumerism.

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## **Influences of age, education, and experience on gender bias perceptions: a quantitative analysis of female entrepreneurship in Romania**

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### **Keywords**

Entrepreneurial Experience, Female Entrepreneurs, Gender Bias Perceptions, Gender Dynamics, Romanian Entrepreneurship.

### **Abstract**

While global efforts to champion gender equality in business settings have been substantial, women entrepreneurs often face unique challenges stemming from established cultural and societal norms. This study aims to shed light on the gender dynamics experienced by female entrepreneurs in the Romanian business sector, with particular emphasis on comparing their experiences to those of male entrepreneurs. The research mainly examines whether there is a significant relationship between the independent variables, such as the age of female entrepreneurs, their level of education, and entrepreneurial experience, with the dependent variables that express perceptions on business relationships, gender biases, and work-life balance. A quantitative approach was adopted, utilizing structured questionnaires distributed among a diverse sample of Romanian female entrepreneurs. The data gathered focused on specific entrepreneurial perceptions related to their age, level of education, and entrepreneurial experience, with chi-square tests employed for comprehensive data analysis. Delving into this analysis revealed a lack of patterns, showcasing the multifaceted nature of individual perceptions. The findings indicate that there is no significant relationship between the age, educational background, or entrepreneurial experience of the respondents and their perceptions of the business environment as female entrepreneurs. This suggests that the perceptions of Romanian female entrepreneurs are highly individualistic and do not conform to easily discernible patterns. These individual differences underscore the diversity within this group and emphasize the non-linear narratives they embody. The study concludes that the perceptions of Romanian female entrepreneurs do not seem to be directly influenced by their age, level of education, or entrepreneurial experience. Instead, it suggests that other factors, possibly socio-cultural or context-specific influences, might have a more pronounced effect on their entrepreneurial worldview. This study underscores the importance of addressing broader structural and cultural factors in the Romanian entrepreneurial ecosystem rather than focusing solely on demographic traits of the female entrepreneur.

# Investigating the effects of remote and hybrid work models on workforce productivity, organisational culture, and work-life balance in a medium-scale retail fashion industry like M&S

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Flomny Menon

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## Keywords

Remote work model, hybrid work model, work-life balance, organisation culture, employee motivation, training and development.

## Abstract

*The research aimed at the investigation of the remote and hybrid work models in the medium scale fashion retail industry like Marks and spencer (M&S) and how workforce productivity, organisational culture, and Work-Life Balance are influenced by adopting the models and the complexities that presents. The review of literature suggests that the research topic is relatively new and still evolving. A mono-method research choice in the research union of methodology is employed using the quantitative positivism to obtain data. Based on the themes identified in the research analysis, the investigation employs a number of practical and theoretical implications. The primary research engaged 55 members of staff which include manager as sample size using cluster probability sampling method and the themes form the secondary research data that were analysed, influenced by research papers, journals, book and internet resources on work-life balance, employee productivity and organisational culture, touching on hybrid leadership. The investigation result indicated that majority of the workforce have positive experience by choosing these models, with work environment being reinvented, corporate culture shift to suit the pandemic influenced workforce, job satisfaction, motivation, job retention, work-life balance with training and development in relevant technology as coping mechanism these models. Challenges like mental health issues springing up from poor wellbeing, cyber security stress and job dissatisfaction affecting performance are still high but being addressed gradually. Recommended that more vibrant remote and hybrid leadership will further improve the influence of hybrid work model on the medium scale fashion retail industry like Marks and spencer (M&S) through virtual technological mastery and motivation, thereby transforming the retail sector as a whole, also aligning organisational objectives and strategy with Human resources management practices.*

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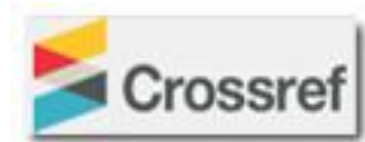
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