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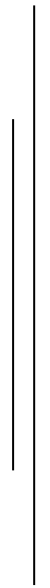
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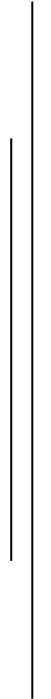
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Digitalization and entrepreneurial dynamism in South Africa: Evidence from a seemingly unrelated regression approach

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Keywords

Digitalisation, Self-Employment, Unemployment, Seemingly Unrelated Regression (SUR), Foreign Direct Investment (FDI), Labour Market Dynamics.

Abstract

This paper investigates the structural impact of digitalisation on South Africa's labour market, focusing on the interdependence between self-employment (as a proxy for entrepreneurship) and unemployment. Using annual data from 1996 to 2024, a Seemingly Unrelated Regression (SUR) framework is employed to jointly estimate the determinants of changes in both outcomes, thereby exploiting the significant cross-equation error correlation confirmed by a Breusch-Pagan test. The results reveal a disruptive dual effect of digitalisation. ICT penetration significantly reduces self-employment while simultaneously increasing unemployment in the short run, consistent with technology-induced displacement effects. The analysis also confirms that entrepreneurship in South Africa is largely necessity-driven, as rising unemployment leads to higher levels of self-employment, but this does not translate into job absorption. Trade openness has a weakly positive effect on self-employment, suggesting modest entrepreneurial opportunities from global integration. Strikingly, foreign direct investment (FDI) is positively and significantly associated with unemployment, implying that FDI may initially be directed toward capital-intensive sectors or involve restructuring processes that temporarily displace workers. These findings highlight critical policy implications. There is an urgent need for targeted digital skills training and reskilling, the establishment of a dual-track entrepreneurship support system that differentiates between necessity- and opportunity-driven ventures, and a strategic focus on attracting labour-intensive, inclusive FDI. Collectively, the results provide empirical evidence that digitalisation, if left unmanaged, may exacerbate short-run unemployment but, with the right policy mix, can be harnessed to drive inclusive and sustainable economic growth.

From control to empowerment: Transformational leadership and autonomy in digital work environments

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Keywords

Digital work environment, leadership, empowerment, control, performance

Abstract

This study examines the evolving role of leadership in digital work environments, focusing on the paradigm shift from supervisory control to trust-based empowerment. As organisations increasingly adopt digital collaboration tools and flexible work structures, traditional command-and-control models are challenged by the need for employee autonomy, motivation, and virtual accountability. The research explores how transformational leadership practices can foster digital autonomy and innovation, especially within distributed teams. Drawing on recent literature in digital leadership, organisational behaviour, and workplace psychology, the study positions digital empowerment as a key factor in sustaining performance, engagement, and adaptive capability in remote and hybrid settings. An embedded case study methodology was employed, comparing two departments within a large professional services firm that implemented contrasting leadership models during a digital transformation initiative. Department A adopted a transformational leadership approach characterised by trust, open communication, and outcome-based management, while Department B retained hierarchical supervision and task-monitoring practices. Data were collected through semi-structured interviews with managers and team members (n=24), supplemented by internal performance reports and pulse surveys over a six-month period. Thematic analysis was applied to qualitative data, and patterns were triangulated with performance indicators. Three key findings emerged. First, teams led through empowerment demonstrated higher digital engagement and psychological ownership over workflows. Second, leaders

who prioritised trust and feedback fostered stronger team cohesion and adaptability under virtual pressures. Third, departments with rigid digital oversight experienced reduced creativity and increased disengagement. Based on these findings, the study recommends leadership development programmes that embed digital trust-building and autonomy facilitation as core competencies. It also proposes a strategic model for transitioning from supervision to empowerment in digitally mediated workplaces. This research contributes to the growing field of digital leadership studies by evidencing how leadership style directly shapes team performance and innovation in virtual contexts.

Leading and managing pedagogical innovation in hybrid universities: A case study of faculty adaptation to digital work

Evangelia Fragouli

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Keywords

Innovation, Digitalization, Pedagogy, Higher Education.

Abstract

This study explores how academic leadership influences pedagogical innovation and faculty adaptation to digital work in hybrid university environments. As higher education institutions increasingly adopt blended learning models, the role of leadership in facilitating, supporting, or impeding digital pedagogical transformation becomes critical. The research investigates the processes through which academic leaders enable or constrain staff engagement with learning technologies and curriculum redesign. An institutional case study was conducted at a hybrid-mode university in the UK, focusing on two faculties undergoing significant digital transformation. Qualitative data were gathered through semi-structured interviews with academic leaders and teaching staff, as well as a document review of strategic initiatives and teaching and learning policies. Thematic analysis was employed to identify patterns in leadership practices, faculty perceptions, and the institutional support mechanisms for digital transition.

Key findings indicate that transformational and distributed leadership styles are significantly associated with greater faculty engagement, innovation in teaching design, and resilience in adapting to digital platforms. Conversely, managerialist and compliance-driven approaches foster resistance, confusion, and performative rather than authentic adoption of innovation. The study also reveals that innovation thrives when leadership combines strategic vision with localised pedagogical support, creating both top-down coherence and bottom-up creativity. Recommendations include the development of adaptive leadership development programmes focused on pedagogical digitalisation, the integration of collaborative innovation structures such as communities of practice, and the need for feedback loops between teaching staff and institutional leadership to ensure iterative, context-sensitive implementation of digital initiatives. By highlighting the interplay between leadership practice and pedagogical adaptation, this paper contributes to the growing discourse on the transformation of academic work in the digital university and offers a conceptual and practical framework for leading sustainable educational innovation.

“Be a plumber!” Career decision-making during technological transformation: a conceptual paper

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Keywords

Technological disruption and careers; Artificial Intelligence; Sustainable careers; Career Decision-making; Future careers; Career patterns.

Abstract

The purpose of this paper is to explore how existing career decision-making and sustainable career literature can help individuals and organisations to understand and prepare for the ways in which Artificial Intelligence (AI) may reshape future career paths. We apply current academic insights about career trends to understand how these trends will play out in workplaces that are increasingly integrating AI technologies. We have applied recent academic theories of Career Decision-Making and Sustainable careers to representations of the future AI-enhanced workplace. to understand how these might elucidate choices for new entrants and mid-career job-seekers to sustain their employment. To explore successful transitions between roles and exit from paid employment, we examine the literature on contemporary discontinuous career patterns including career shocks, and the retirement literature.

We synthesise the findings of the current career literature to explore how future careers might evolve, and how to prepare for the transition. We find that contemporary patterns of discontinuous employment, career renewal and rebalancing, and unpaid contribution to society have already been identified, that can provide a template for future paid and unpaid employment patterns. Career advice should prepare new and existing workers for future careers that incorporate continual re-engagement, reinvention and rebalancing, whilst meaning and purpose may be found through intensive learning and achievement, interspersed with family focus and cultural renewal. The conceptual contribution of this paper is our call for careers to be viewed as part of a larger ecosystem that encompasses an individual's entire lifespan, whereby individuals will need to re-engage with the changing workplace, and retrain and reinvent themselves for new future roles, whilst periodically reprioritising their values and engaging in unpaid prosocial citizenship. This perspective encourages us to think about careers in a broader life perspective that includes continuous learning, charitable work, caregiving, cultural renewal and building relationships.

Is AI IT fentanyl?

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Keywords

AI, fentanyl, CIO, performance, IT efficiency

Abstract

Dichotomy surrounds AI enthusiasm. Generative and Agentive AI within organizations has reached its peak, and experts suggest that improved use cases and more precise outcomes may be necessary to renew interest, as the technology descends further into the unfortunate trough of disillusionment in the Gartner Hype Cycle. Despite the significant potential that AI holds for enterprises, certain expectations have lessened as organizations have encountered challenges regarding its robustness and reliability. The excitement surrounding generative AI has overshadowed the considerable effort required to fully realize its advantages. This paper seeks to develop a conceptual model to address the dichotomy of AI in contemporary organizations within the African context. Qualitative methodology was used in this study. Sixteen expert Chief Information officers (CIO) in academic, ports and harbour, manufacturing and pharmaceutical institutions were used in this study and data was thematically analyzed to develop the conceptual model. The model developed seeks to cure the question, Is AI IT fentanyl? AI, like fentanyl, can be good or bad depending on context, application and level of dependence.

Assessing the perception of university students in the use of ChatGPT

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Keywords

Challenges, ChatGPT, Opportunities, Perception, University Students.

Abstract

ChatGPT is now a widely used generative AI tool among university students to assist them in their learning journey. Such a technological shift in education however poses essential questions on the extent of its use, academic integrity and ethics, calling for a broader reconsideration of teaching, learning, and assessment practices in higher education. Since AI tools are being more deeply incorporated into education, understanding how students perceive the advantages and disadvantages of such tools is significant, especially in small island developing states, which have certain inherent characteristics.

This study therefore attempts to investigate the perception of university students in Mauritius, a small island state, regarding the use of ChatGPT. It attempts to critically analyse the opportunities and challenges university students face when using ChatGPT as a generative AI tool in their academic pursuits. The Technology Acceptance Model (TAM) was adopted to achieve same. The research design was based on the four dimensions of the TAM, together with another parameter added, that is Trust in the Use (TU).

515 students from 5 different public tertiary institutions agreed to take part in an online survey. Data obtained was analysed using SPSS. Weighted average values of 3.35, 3.44, 2.86, 2.75 and 2.99 were obtained for the five dimensions of the TAM respectively. Findings thus revealed a strong intention among students to use ChatGPT as an AI generative tool because of its efficiency, user friendliness and accessibility. While they displayed a moderate trust in the accuracy of information provided by ChatGPT, they found it to be a valuable tool to find useful information. However, the challenges which students claim to face is the moderate clarity in the responses provided and thus maintained that ChatGPT could not replace their lecturers at the university.

The impact of remote work practices on the productivity of public service employees in the gauteng department of education

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A Nenguda

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Keywords

Remote work, productivity, public service employee and Gauteng

Abstract

This study examines the impact of remote work practices on the productivity of public service employees within the Gauteng Department of Education. Research indicates that remote work can improve individual productivity by offering flexibility and minimising commute. Still, its efficacy in bureaucratic environments is contingent upon job roles, digital infrastructure, leadership approach, and organisational culture. The study is qualitative in nature and draws on peer-reviewed studies. The study's findings suggest that to achieve high productivity among government employees working remotely, it is essential to ensure that digital training is enforced to enable staff to work more efficiently. Additional findings of the study have revealed that administrative roles characterised by low interdependence are more advantageous than collaborative or oversight-oriented ones. Challenges encompass communication failures, deficiencies in digital literacy, and indistinct boundaries between professional and personal life. Trust-centric leadership, mental health assistance, and specialised digital training are crucial for success. The research concludes that remote work should be tailored to specific contexts rather than implemented universally. Recommendations encompass hybrid work patterns, enhanced infrastructure, updated performance measurements, and leadership development to foster a resilient and adaptive public school workforce.

People-centered leadership in the digital workplace: Strategies for engagement and performance

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Keywords

digital workplace, people-centered leadership, employee engagement, performance, hybrid work

Abstract

The rapid digitalization of workplaces has redefined leadership practices, compelling organizations to balance technological integration with human-centered approaches. While digital tools enhance efficiency, they also introduce challenges related to employee engagement, trust, and collaboration. This paper explores the concept of people-centered leadership in the digital workplace, highlighting strategies that enhance engagement and performance. Drawing from leadership theories, organizational behavior literature, and recent digital workplace studies, the paper argues that empathy, inclusivity, and adaptability are critical leadership competencies in the digital era. Recommendations are provided for leaders to foster a sustainable and high-performing digital work environment.

Cognitive rescue or digital overreach? Artificial intelligence and the disrupted rationality of retail investors in the era of financial digital transformation

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Keywords

Artificial Intelligence, Behavioral Finance, Cognitive Efficiency, Decision Consistency, Disrupted Rationality, Retail Investors.

Abstract

This paper investigates the extent to which Artificial Intelligence (AI) influences retail investors' cognitive efficiency and decision consistency, developing the new construct of disrupted rationality. Disrupted rationality is herein defined as the disruption of rational, utility-maximizing choice by behavioral biases, emotional cues, and technologically mediated suggestions, and it draws attention to the dualistic function of AI as corrective support and disruptor of investor judgment. By applying a mixed-methods design with the integration of behavioral tracking, surveys, and controlled experiments, the study explores how AI-powered platforms affect information processing, cognitive load, and investment returns. Results show that AI increases rationality by eliminating noise, reducing impulsive trading, and enhancing decision consistency, especially among inexperienced investors. Simultaneously, over-reliance on black-box algorithms poses risks of over-dependence, diminished agency, and increased vulnerability to digital nudges that can erode rational decision-making. Significantly, financial literacy mediates these impacts: more literate investors incorporate AI intelligence critically, whereas less experienced users are more likely to blindly depend on it. Through the development of the disrupted rationality framework, the research adds a new perspective to behavioral finance and digital investment scholarship. Practical considerations reach into fintech design, investor education, and regulation, with a call for understandable, interpretable, and morally directed AI systems.

Social Media and Polish Municipalities: A missed opportunity or effective communication channel?

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Keywords

social media, Facebook, municipalities, Poland

Abstract

In recent years, social media has gained prominence not only as a channel for communication, but also as a tool for promotion, image building, education, and the dissemination of technology. For municipalities striving to build trust and foster meaningful engagement with their communities, crafting a well-defined communication and promotional strategy has become essential. Although the body of research on municipal use of social media continues to grow, a noticeable gap remains in the scientific literature regarding its practical implementation by local governments. There's *inter alia* a limited research on how social media aligns with long-term policy goals of the municipalities, how internal strategy-building affects their implementation success and what types of content actually attracts citizens attention.

This study explores the extent and nature of social media adoption among Polish municipalities, based on data collected through methods such as a nationwide survey. It is aimed at answering a series of questions concerning the professionalization of social media usage, channels applied, adoption of official strategies, trainings, and topics appropriate to be discussed. It addresses the popularity of different social media platforms, objectives of the social media presence and municipalities self-assessment of their communication capabilities. Even though more than 80% of municipalities use Facebook, their communication strategies are often underdeveloped and fail to leverage its full potential. There is still much to be done to enhance engagement from both municipalities and citizens on this communication channel.

Digital transformation and anti-money laundering governance in africa financial sector: Is the battle of financial crime increasing or decreasing?

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Keywords

Digital transformation, Governance and regulatory structures, Anti-Money Laundering, Foreign Direct Investment. Africa economies

Abstract

The transformative role of digitalization due to advancement in technology in recent era is becoming increasingly irreplaceable. The question, is technology aggravating or easing the fight against money laundering? Could the use of digital transform fight against Money Laundering (ML) in the financial sector? Obviously, the traditional Anti-Money Laundering (AML) approaches have produced insufficient results against the progressively sophisticated criminal tactics. Hence, the need to explore the new digital technologies to aid the fight against AML in less developed economies in Africa to strengthen the financial sector. This study examines how digital transformational systems can be deployed to enhance AML strategies through advancing real-time threat detection, monitoring customers account, ensuring compliance along globally regulatory standards. The study used data compiled from the World Development Indicators (WDI) and the database of the Basel Institute. Based on the availability of data for the key variables, 38 countries were sampled from the African continent for the study from 2012 to 2023. Employing the pooled ordinary least squares (POLS) with Driscoll and Kray standard errors (DKSE), the results are in conformance to the conceptual expectations. The outcomes suggest that improved and secured digital platforms and increase usage of internet and mobile cellular have the potential to reduce the extent of money

laundering activities on the African continent. Thus, as secured platforms are employed, the activities of money launderers and terrorist financing are thwarted, leading to improved anti-money laundering score. Similarly, increase usage of internet and mobile subscriptions serve as platforms to educate the people and track the activities of money launderers and terrorism financing, hence improvement in anti-money laundering score. Interesting findings governance and regulatory structures were made. The study projects the literature on digitalization in the field of finance and AML governance in safeguarding the financial system. The need for strategic adoption of technology has become imperative in addressing financial crimes, promoting resilient financial institution against the forceful threats from money laundering.

The effects of country-level conditions on research and development transfer: The entrepreneur's perspective

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Keywords

Digitalization, entrepreneurship, R&D, small business

Abstract

Purpose of the research: The purpose of this study is to investigate the relationship between home-country conditions that foster entrepreneurship and level of research and development (R&D) transference. Extant literature provides evidence of impact of individual factors or categories of factors on R&D transfer in specific situations or at particular locations. There are no global studies aiming to test whether the factors supporting entrepreneurship, such as digitalization and government policies, make a difference on the extent of R&D transfer, overall.

Design/methodology: The research evaluates the perceptions of entrepreneurs across countries regarding the extent to which R&D leads to new commercial opportunities. The paper examines if home-country factors such as digital information technologies affect R&D transfer. Global Entrepreneurship Monitor's National Expert Survey data is used in an analysis of variance to test the effects of factors on the R&D transference simultaneously.

Results/findings: The findings suggest that the extent to which R&D fuels new commercial opportunities for small businesses depends on the home country. However, the specific conditions that foster entrepreneurship are not significant. The results indicate that entrepreneurs should look for a favorable business environment and for institutions that facilitate innovation commercialization, such as tech transfer offices, innovation hubs, or targeted grants.

Practical implications and Conclusions: Small business owners aiming to leverage R&D for growth should seek international partnerships or relocation to countries with higher R&D transference rates. For policymakers, a rethinking of support strategies may be timely. Instead of focusing on creating entrepreneurship-friendly environments, policies should enhance the overall business climate. Regarding R&D transfer, policies must specifically address commercialization. Beyond national borders, development professionals should facilitate cross-border innovation programs or R&D mobility schemes to help entrepreneurs tap into more favorable systems.

AI for improving mental health of working women

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Keywords

Artificial Intelligence, Workplace Well-being, Women's Mental Health, Work-Life Balance

Abstract

Working women's mental health issues have become more prevalent as a result of the dual pressures of professional and personal obligations. This study investigates the role of artificial intelligence (AI) in addressing and improving the mental health of working women by providing accessible, scalable, and personalized solutions. AI-powered tools like virtual therapists, sentiment analysis platforms, and mood-tracking apps provide 24 hour

emotional support, stress management, and early detection of mental health issues. These tools can provide real-time interventions and personalized coping strategies by analyzing user data, behaviour patterns, and emotional cues. AI integration in workplace wellness programs enables organizations to provide proactive support for employee mental health. However, ethical concerns about data privacy, algorithmic bias, and the limitations of non-human empathy must be addressed. This study emphasizes AI's transformative potential in creating inclusive and supportive environments for working women, thereby improving their overall mental resilience and productivity.

Systematic literature review for blockchain and internet of things (IOT) readiness for digital supply chain management

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Keywords

Blockchain, Internet of Things, Digital Supply Chain Management, Systematic Literature Review

Abstract

Technological advancements are reshaping global industries, with Blockchain and the Internet of Things (IoT) emerging as disruptive innovations. Their ability to enhance transparency, traceability, and efficiency positions them as transformative tools for supply chain management. However, the fragmented state of existing research presents critical challenges. Many studies examine Blockchain and IoT in isolation, rather than exploring their combined potential. Meanwhile, persistent challenges – including high implementation costs, regulatory uncertainty, infrastructure readiness, and a shortage of skilled professionals – continue to slow adoption. These limitations restrict both theoretical understanding and practical deployment, especially for small and medium-sized enterprises (SMEs) with limited resources.

The purpose of this study is twofold: (1) to conduct an up-to-date review of Blockchain and IoT readiness literature for Digital Supply Chain Management (DSCM), and (2) to identify significant challenges in assessing Blockchain and IoT deployment. To achieve this, the study employs a Systematic Literature Review (SLR) of peer-reviewed articles, industry reports, and case studies published between 2018 and 2023. The review follows PRISMA guidelines to ensure methodological rigour in identifying, screening, and synthesising relevant sources.

Findings reveal that Blockchain strengthens data integrity and decentralisation, while IoT enables real-time monitoring and connectivity. Together, these technologies create powerful synergies that can significantly enhance supply chain resilience and enable more informed decision-making. Nonetheless, the blockchain and IoT readiness remain uneven, shaped by technological, organisational, and environmental enablers and barriers such as leadership and management support, awareness and knowledge, infrastructure and technology readiness, security and vulnerability, expertise and capabilities, regulatory constraints and policy, cost of implementation, cybersecurity threats, environmental sustainability, and collaboration. This study contributes by consolidating fragmented knowledge, identifying key blockchain and IoT readiness enablers and challenges. The insights generated not only advance academic debate but also provide actionable guidance for managers and policymakers seeking sustainable and efficient supply chain solutions.

The algorithmic muse of art commerce: How artists integrate AI to create, conserve, and compete in the modern art market

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Keywords

Artificial Intelligence, Generative Art, Art Market, Digital Transformation, Conservation, Computational Creativity, Art Technology, Competitive Advantage.

Abstract

The contemporary art market, characterized by expeditious technological cycles and shifting value metrics, puts forth both challenges and opportunities for artists intending to secure competitive advantage. It is interesting to speculate how artists are creating new works, restoring historical works, reimagined classics, and integrating AI into their creative process to stay ahead on the curve of art market place?

This research paper analyzes the across-the-board and all-encompassing integration of Artificial Intelligence (AI) into the modern artistic process, examining its role beyond simple creation to encompass conservation, reinterpretation, and strategic market positioning. Drawing on case studies from generative art, digital humanities, and conservation science, this research argues that AI is not merely a tool for automation but a fundamental shift in the means of artistic production and valuation.

Artists are utilizing AI to accelerate the creation of novel works, perform sophisticated restoration and analysis of historical masterpieces, and reimagine canonical art for new digital audiences. By adopting AI-driven workflows, artists are not only pushing the boundaries of aesthetics but are strategically managing issues of provenance, authenticity, and market liquidity, thereby enabling them to stay ahead of the competitive curve in a globalized, digitally mediated marketplace. The paper concludes by considering the emerging legal and ethical frameworks necessary to sustain this technologically advanced artistic ecosystem.

Work smarter, thrive better: How well-being turns smarter working into measurable performance in complex public-sector organisations

Mr Harvey Vigneswaran

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Keywords

Job Demands-Resources (JD-R) model and Self-Determination Theory (SDT), Smarter Working, cross-sectional survey (N=412), supportive HRM practices

Abstract

SYNOPSIS: This research investigates the critical "missing link between digital ambition and human performance" in public sector organizations. While private sector evidence suggests that autonomy, flexibility, and digital tools boost performance (Bakker & Demerouti, 2007), these findings often fail to apply automatically to the public sector, which operates under high accountability, complex hierarchies, and legacy systems. This study addresses the research gap left by policy-led, but often untested, "smarter working" initiatives by examining how these conditions affect employee well-being and, consequently, measurable performance.

The theoretical framework integrates the Job Demands-Resources (JD-R) model and Self-Determination Theory (SDT), positioning Smarter Working (defined by Autonomy with Clarity, Digital Enablement, and Purposeful Design) as a job resource. The methodology involves a robust cross-sectional survey (N=412) conducted across major UK public sector transport organizations, utilizing SmartPLS to test the mediating role of well-being (Job Satisfaction and Stress) and the moderating role of supportive HRM practices (fairness, recognition, and capability-building).

The key finding challenges linear assumptions about digital transformation: Smarter Working does improve performance, but the direct path is weak. The actual performance gains are achieved indirectly through employee well-being. Job Satisfaction is identified as the powerful conversion mechanism that transmits the positive effect,

while Job Stress actively erodes potential benefits. Furthermore, supportive HRM practices are confirmed as crucial moderators, amplifying positive outcomes and cushioning negative ones.

In conclusion, the study provides compelling evidence that well-being is not a "nice-to-have" program, but a core performance infrastructure. For leaders in public services under pressure to "do more with less," the path to achieving digital and efficiency goals is through strategically designing work that allows people to thrive. The recommendations advocate for intelligent work design that aligns autonomy, fairness, and digital tools to protect human energy and build sustainable organizational capacity.

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- Online retailing; The future of retailing
- Multi-channel retailing; Demographics & Retail Business
- Consumer behaviour
- Innovation in retailing; Mall Management
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- Business Policies, Strategies, and Performance
- Marketing and Business ethics
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- Publish high quality and scholarly empirical based research papers, case studies, reviews in all aspects of teaching & learning, education management and leadership with theoretical underpinnings.
- Offer academics, practitioners, and researchers the possibility of having in depth knowledge and understanding of the nature of teaching and learning practices and.
- Create a forum for the advancement of education management research for the High Education sector.

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- Management of education and Relations between lecturers and students
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- Global education and Its challenges and opportunities
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- Distance education and Education quality
- Methodology of educational research, Adult, and continuing education
- Special education, Gender, diversity and difference, Vocational education
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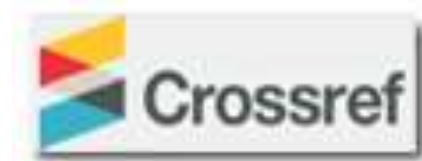
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