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Content Details:

<p>Okon Josephine Ita (Author) <i>University of Port Harcourt</i></p>	<p>Enhancing Financial Analysis And Curbing Fraud In Nigerian Publicly Listed Banks Through Forensic Accounting</p>
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Abstract

Financial analysis and fraud detection are essential to bank stability, especially in emerging economies like Nigeria. This study investigated the impact of forensic accounting strategies on fraud reduction in registered banks in Nigeria. The research adopted a cross-sectional approach, utilizing primary sources of data, through the use of questionnaires. The data was analysed with multiple regression analysis by the use of Statistical Package for Social Sciences (SPSS). The study found that investigative support and litigation support have a significant and positive relationship with data mining and internal control. From the analysis of the data collected and interpretation of results. It was therefore concluded that forensic accounting strategies may play a significant role in influencing fraud reduction in registered banks in Nigeria. The study recommended amongst others that banks should create forensic accounting units and experienced forensic accountants should investigate suspected fraud, support litigation, and advise on internal control systems in this unit.

Keywords: Financial analysis, forensic accounting, banks, fraud, fraud detection strategies.

Introduction

Financial institutions are the backbone of any economy. For any economy to grow and improve, the financial sector must also be healthy. Fraud is one of the biggest problems that any society encounters. Every institution in the nation strives to be fraud-free. While this goal or desire is great, no economy can be completely free from fraud. The best that can be done is to reduce the level at which it operates. Traditionally, auditing is a process of reviewing others' work to determine if they have followed the prescribed policies, procedures, and practices. This determination is based on evidence. It is a matter of fact rather than assumptions or opinions. Auditing traditionally focuses on error identification and prevention. While an auditor must identify and prevent errors, it is the work of a forensic accountant to detect and prevent fraud. Forensic is the application of science to crime. Forensic accounting is therefore the use of accounting skills to investigate fraud or embezzlement and to analyze financial information for use in legal proceedings. Forensic accountants apply a range of skills and methods to determine whether there has been financial reporting of misconduct. Forensic accounting has been developing for the past 70 years. The records of Forensic accounting may be traced back to the

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1817, Meyer v. Sefton case in Canada that allowed a professional witness to testify in court. Some credit the beginning of the understanding of fraud as a subject of scientific study to the 1934 work of Donald Cressey and Edwin Southland who coauthored Principles of Criminology (CPA Journal). The term forensic accounting became first posted in an editorial in 1946 “forensic accounting its Place in Today’s Economy” authored by Maurice E Peloubet (Peloubet, 1946). The FBI used forensic accountants in their investigations and hired nearly 500 accountants for the duration of World War II. Forensic accounting as a career persisted to develop for the latter half of the century.

In Nigeria, forensic accounting is yet to be fully deployed by the government and private sectors at all levels, despite the increase in complex financial and economic crimes. Recently, the Institute of Chartered Accountants of Nigeria (ICAN), created a forensic department to kickstart the training of specialists in this all-important field of accounting. Forensic accounting is very important to the banking industry, this is because of the problem of fraud in the industry. The problem of fraud in the banking system is not restricted to any economy, nation, continent, or environment, it is a general phenomenon. The origin of the failure in African countries is often traced to the 1930s bank failure and crises. The crisis of confidence in the Nigerian banking industry is not a new one, it has been with us for quite a long time (Nwankwo, 1992 cited in Owolabi, (2010)). A general bank crisis occurred in the 1930s when all endemic banks, except one national bank, crashed. Multiple legislations were put in place to reduce, and if possible, eliminate the occurrence and incidences of fraud in the industry. The most popular legislations that were put in place were: The Central Bank of Nigeria (CBN) decree No. 24 of 1995, the Banks and other financial institutions decree (BOFID)-1999, among others were put in place to reduce the level of fraud intrusion in the banking industry. According to KPMG (2009), a poor internal control system is the key contributor to fraud occurrences in banks while Beasley (1996) opined that a poor corporate governance practice is the key contributor. Despite the reason behind the influx of fraud in the banking sector, it has become imperative to reduce fraud to the possible lowest level. This is the reason for the introduction of forensic accounting in the banking industry. The similarities and differences between forensic accounting and auditing have always been misinterpreted. The use of forensic accounting to reduce fraud in the Nigerian banking industry is worth exploring as a separate aspect from auditing. Gbegi and Adebisi (2014) observed that forensic accounting competencies and strategies should assist to analyze fraud prevalence since an external auditor might not be trained to tackle current frauds like white-collar crimes such as security fraud, embezzlement, bankruptcy, contract disputes, and possibly criminal financial transactions.

There is an alarming increase in the level of fraud and fraudulent activities in Nigeria, requiring the visibility of forensic accounting services. Recently, studies have merely focused on detecting the function/role of forensic accounting in fraud control in Nigeria particularly in banks.

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Statement of Problem

The succession of fraud in Nigeria is so alarming that no sector in Nigeria is free from fraudulent activities. Fraud is a socio-economic disease that has led to bank failures in the past. The history of bank failures in Nigeria in the 1930s can be traced to fraud. Also, between 1952 and 1954, 16 out of 21 indigenous banks failed. Furthermore, 26 failed banks were liquidated while others were restructured, acquired or sold outright. In the entirety of these periods, fraud played a prominent role. In the heat of these bank failures, the government decided to set up the Paton Commission of Inquiry in 1948. In 2015, there was another reform in the Nigerian banking sector to avert the imminent collapse of the sector. Consequently, in 2009, the Central Bank employed the services of Forensic accountants in five commercial banks. These accountants uncovered fraud that led to the prosecution of some Chief Executive Officers by the Economic and Financial Crimes Commission (EFCC). The introduction of Information Technology to the banking system has also made the influx of fraud faster and easier. In Nigeria, there is an astronomical increase in financial crimes, misappropriation and mismanagement of funds in the banking sector. The Nigerian Deposit Insurance Corporation (NDIC) 2001, reported that frauds and forgeries involved in the banking sector amounted to ₦12.01 billion.

Despite this increase in fraud, the banking industry has not fully accepted the services of forensic accounting to their system to reduce the level of fraud. The lack of incorporation of forensic accounting in the banking system might just be the cause of the increase in fraud. It is against this background that this study strives to evaluate the extent to which forensic accounting can reduce the level of fraud in listed banks in Nigeria.

Aim and objective of the study

Based on the continuous improvement of fraudulent persons in the banking sector and their ability to outsmart both internal and external auditors, this study aimed at assessing the impact of forensic accounting strategies on fraud reduction in registered banks in Nigeria. The objectives of this study were specifically to;

1. examine the relationship between litigation support and data mining in listed banks.
2. determine the relationship between investigative support and data mining in listed banks.
3. find out the relationship between Litigation support and internal controls in listed banks.
4. ascertain the relationship between investigative support and data mining in listed banks.

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Research Question

1. What is the relationship between litigation support between data mining?
2. What is the relationship between investigative support between data mining?
3. What is the relationship between litigation support between internal control?
4. What is the relationship between investigative support between internal control?

Hypothesis

H01: There is no significant relationship between investigative support and fraud reduction with data mining.

H02: There is no significant relationship between Litigation support and fraud reduction with data mining.

H03: There is no significant relationship between Investigative support and fraud reduction with internal control.

H04: There is no significant relationship between Investigative support and fraud reduction with internal controls.

Significance of this Study

The findings of this study will help banks and other financial institutions to develop robust forensic accounting strategies, not neglecting the basic needs of society at the expense of the profit motive of banks in Nigeria. This would also ensure that banks in Nigeria become more efficient and effective in fraud reduction. The findings of this study would also provide information on forensic accounting strategies and fraud reduction of banks in Nigeria especially quoted commercial banks as well as serve as a reference point for future research on the topic under study.

Methodology

The research adopted a cross-sectional design in order to achieve the main purpose of the study because of the peculiar features of the variables involved, it is appropriate for this study because it aims to investigate the relationship between forensic accounting strategies on fraud reduction in registered banks in Nigeria. The population of the study comprised all banks quoted in the Nigeria stock exchange. However, the target population consists of banks in Port Harcourt. They are Access Bank PLC, Eco Bank, Fidelity Bank, United Bank for Africa and Zenith Bank PLC. The target population for this study consists of all banks operating in Port Harcourt that are listed on the Nigeria stock exchange. The probability sampling technique was used as every one of these banks has an equal chance of being selected. It is on this note that five (5) banks were selected because they cluster around Obio Akpor Local Government Area in Port Harcourt, where a total of 100 employees were studied. In order to determine the sample size of this study, Taro Yamane's formula was used to determine the sample size with a significant level of 5%.

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The formula is given as:

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

Where,

n = sample size sought

e = level of significance = 0.05

N = population size

The sampling size is:

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

$$n = \frac{100}{1+100 \times (0.05)^2}$$

$$n = \frac{100}{1+100 \times 0.0025}$$

$$n = \frac{100}{1+0.25}$$

$$n = \frac{100}{1.25}$$

$$n = 80$$

Therefore, eighty copies of the questionnaire were administered to employees of these banks. This study employed primary and secondary methods of data collection. The primary method of data collection was used to collect information from respondents (managers and employees) of the five selected banks for the proxies of forensic accounting strategies (investigative support and litigation support) and fraud reduction (data mining and internal control). The secondary data is gotten from journals, textbooks, google (internet) and thesis. The ideas of concepts employed in this study are operationalized as follows:

Predictor Variable: forensic accounting (FS) was proxied with data mining and trend analysis.

Criterion Variable: Fraud Reduction (FR) was measured with risk indicator and internal control.

To ensure the validity of this study, the instrument was validated by three experts in the management sciences who examined the questionnaire and made corrections where necessary. They also scrutinized the questions and variables employed to verify if they are suitable for the study. The reliability of the instrument was determined using the Cronbach Alpha test-retest method yielding a reliability index of 0.85. Simple regression analysis, which is a test of relationship, effect or impact was used to test the hypotheses using SPSS 24.

In the establishment of the relationship between the variables, the functional forms of the models are expressed thus:

$$FA = f(IS, LS) \dots\dots\dots A$$

In simple terms, the functional relationship of the models is expressed as follows:

$$DM = f(IS, LS) \dots\dots\dots 1.1$$

$$IC = f(IS, LS) \dots\dots\dots 1.2$$

Expressing equations (3.1 and 3.2) in explicit forms:

$$DM = B01 + B1IS + B2LS + Et \dots\dots\dots 1.1.1$$

$$IC = B01 + B1IS + B2LS + Et \dots\dots\dots 1.2.1$$

Where:

FA= forensic accounting

DM= Data Mining

IS= Investigative Support

LS= Litigation Support

IC =Internal Control

Et = Error Term

B01 is the constant Parameters (that is intersects which measures the value of the dependent variable when the independent variable is at zero).

B1, B2 = Slope Parameter.

The A priori expectation provides the expected sign of the coefficients of the repressors in line with prevailing theories. Based on A priori grounds, forensic accounting (Litigation support and Investigative support) is anticipated to impact positively on fraud reduction (data mining and internal controls). Similarly, an increase in forensic accounting is expected to influence fraud reduction. Hence, the expected signs of the estimated parameters include B1 and B2>0.

Results

Hypothesis One: There is no significant relationship between investigative support and fraud reduction with data mining.

The first Model has data mining as a proxy for fraud reduction as the criterion variable and investigative support as the predictor variable. The result is presented below:

Table 1: Regression Result for Model 1

Variable	Coefficient	T-statistic	Probability value
C	-56.953	5.666	0.013
INS	24.424	1.385	0.000
R-Square = 0.88, Prob. (F-Statistic) = 0.000.			

The regression result in Table 1 showed that investigative support has a positive regression with data mining. A percentage increase in the use of investigative support will cause data mining to increase by 14.828. The R-Square value (0.88) revealed that 88 percent of variations in data mining are accounted for by investigative support, while the remaining 12 percent are accounted for by other important variables which were not included in the model, but represented by the error term. More so, the probability value of F-Statistic (0.000) which is below 0.05 significance level is an indication of a significant value of the model.

Judging by the t-statistics value of 1.385 at a probability level of 0.000, which is less than the decision criterion significance level of 0.05, the study, therefore rejects the null hypothesis and accepts the alternate hypotheses and concludes that there is a relationship between investigative support and fraud reduction with data mining.

Hypothesis Two: There is no significant relationship between litigation support and fraud reduction with data mining.

The second Model has data mining as a proxy for fraud reduction as the criterion variable and litigation support as the predictor variable. The result is presented below:

Table 2: Regression Result for Model 2

Variable	Coefficient	T-statistic	Probability value
C	0.072	5.895	0.000
LS	0.330	7.024	0.000
R-Square = 0.90, Prob. (F-Statistic) = 0.000			

The regression result in Table 2 above showed that litigation support has a positive regression with data mining. A percentage increase in litigation support will cause data mining to increase by 0.330. The R-Square value (0.90) revealed that 90 percent of variations in data mining are accounted for by litigation support, while the remaining 10 percent is accounted for by other important variables which were not included in the model, but represented by the error term. More so, the probability value of F-Statistic (0.00) which is below the 0.05 significance level is an indication of a significant value of the model.

Judging by the t-statistics value of 7.024 at a probability level of 0.000, which is less than the decision criteria significance level of 0.05, the study, therefore, rejects the null hypotheses and accepts the alternate hypotheses and concludes that there is a relationship between litigation support and fraud reduction with data mining.

Hypothesis Three: There is no significant relationship between investigative support and fraud reduction with internal control.

The third Model has internal control a proxy for fraud reduction as the criterion variable and investigative support as the predictor variable. The result is presented below:

Table 3: Regression Result for Model 3

Variable	Coefficient	T-statistic	Probability value
C	30.121	0.396	0.002
INS	11.021	0.982	0.000
R-Square = 0.89, Prob. (F-Statistic) = 0.001.			

The regression result in Table 3 above showed that investigative support has a positive regression with internal control. A percentage increase in the use of investigative support will cause internal control to increase by 11.021. The R-Square value (0.89) revealed that 89 percent of variations in

internal control are accounted for by investigative support, while the remaining 11 percent is accounted for by other important variables which were not included in the model, but represented by the error term. More so, the probability value of F-Statistic (0.001) which is below the 0.05 significance level is an indication of a significant value of the model.

Judging by the t-statistics value of 0.982 at a probability level of 0.020, which is less than the decision criterion significance level of 0.05, the study, therefore rejects the null hypothesis and accepts the alternate hypotheses and concludes that there is a significant relationship between investigative support and fraud reduction with internal control.

Hypothesis Four: There is no significant relationship between litigation support and fraud reduction with internal controls.

The fourth model has internal controls a proxy for fraud reduction as the criterion variable litigation support as the predictor variable. The result is presented below:

Table 4: Regression Result for Model 4

Variable	Coefficient	T-statistic	Probability value
C	0.264	9.550	0.000
LS	0.517	5.699	0.000
R-Square = 0.85, Prob. (F-Statistic) = 0.000			

The regression result in Table 4 above showed that litigation support has a positive regression with earnings per share. A percentage increase in the use of litigation support will cause earnings per share to increase by 0.517. The R-Square value (0.85) revealed that 85 percent of variations in earnings per share are accounted for by litigation support, while the remaining 15 percent is accounted for by other important variables which were not included in the model, but represented by the error term. More so, the probability value of F-Statistic (0.000) which is below 0.05 significance level is an indication of a significant value of the model.

Judging by the t-statistics value of 5.699 at a probability level of 0.000, which is less than the decision criteria significance level of 0.05, the study, therefore rejects the null hypothesis and accepts the alternate hypotheses and concludes that there is a significant relationship between litigation support and fraud reduction with internal controls.

Discussion of Findings

The discussion of the findings in this study was in relation to the hypotheses that guided the study.

Relationship between investigative support and data mining

The first hypothesis stated that there is no significant relationship between investigative support and fraud reduction with data mining. The null hypothesis one was tested at a 5% level of significance. The result showed the probability value to be 0.000 while the alpha value was 0.05. Following the decision rule, the null hypothesis one was rejected. This means that there is a significant relationship between investigative support and fraud reduction with data mining. This finding corroborates the work of Gbegi and Adebisi (2014) which examined the forensic accounting skills and techniques to see whether or not fraud can be uncovered and reduced in the public sector in Nigeria.

Relationship between litigation support and data mining.

The second hypothesis stated that there is no significant relationship between litigation support and fraud reduction with data mining. The null hypothesis two was tested at a 5% level of significance. The result showed the probability value to be 0.000 while the alpha value was 0.05. Following the decision rule, the null hypothesis two was rejected. This means that there is a significant relationship between litigation support and fraud reduction with data mining. This finding is in line with the work of Nwankwo (2019) who investigated the impact of forensic accounting on the profitability of quoted banks in Nigeria. This study found that forensic accounting has a positive impact on the profitability of quoted banks in Nigeria

Relationship between investigative support and internal control

The third hypothesis stated that there is no significant relationship between investigative support and fraud reduction with internal control. The null hypothesis three was tested at a 5% level of significance. The result showed the probability value to be 0.000 while the alpha value was 0.05. Following the decision rule, the null hypothesis three was rejected. This means that there is a significant relationship between investigative support and fraud reduction with internal control. This finding supports the work of Aigienohuwa, Aigbedion, and Omoregie (2017) on forensic accounting and fraud mitigation in the Nigerian banking sector. This study found that forensic accounting has been effective in reducing fraud in the Nigerian banking sector, and has also helped to improve the internal control systems of banks.

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Relationship between litigation support and internal controls

The fourth hypothesis stated that there is no significant relationship between litigation support and fraud reduction with internal controls. The null hypothesis three was tested at a 5% level of significance. The result showed the probability value to be 0.000 while the alpha value was 0.05. Following the decision rule, the null hypothesis four was rejected. This means that there is a significant relationship between litigation support and fraud reduction with internal controls. This finding was also in line with the work of Madumere and Onumah (2016) on the impact of litigation support on internal controls in Nigerian banks. This study found that litigation support can help to improve internal controls in Nigerian banks by identifying and addressing weaknesses in the system. Also corroborating this finding are Aigbedion and Omoregie (2018) who found that litigation support can help to detect and prevent fraud in Nigerian banks by providing banks with the necessary tools and techniques to investigate and identify fraudulent activity. Okoye and Igweonyia (2017) further found that litigation support can help to ensure compliance with regulatory requirements in Nigerian banks by providing banks with the necessary information and resources to meet their compliance obligations

Conclusion

This study examined the relationship between forensic accounting strategies on fraud reduction in registered banks in Nigeria. The study found that investigative support and litigation support have a significant and positive relationship with data mining and internal control. From the analysis of the data collected and interpretation of results. It is therefore concluded that forensic accounting strategies may play a significant role in influencing fraud reduction in registered banks in Nigeria.

Recommendation

The study examined the relationship between forensic accounting strategies on fraud reduction in registered banks in Nigeria. The study, therefore, shows a strong positive significant relationship between forensic accounting strategies on fraud reduction. By implication of this, the following recommendations were put forward;

1. Banks should create forensic accounting units and experienced forensic accountants should investigate suspected fraud, support litigation, and advise on internal control systems in this unit.
2. Banks should adopt litigation and investigative support as forensic accounting strategies in order to enhance their fraud reduction.
3. Banks should automate financial processes and secure data. This will make fraud harder and easier to detect.
4. Managers of banks should organize workshops and seminars to teach employees fraud prevention and detection strategies. This will help employees recognize and avoid fraud.

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Name and Affiliation	Title
<p>Hamid Erfaniankhazadeh (Author) <i>Islamic Azad University of Mashhad</i></p> <p>Syedmohammadreza Najafzadeh (Co- Author) <i>Islamic Azad University of Mashhad</i></p>	<p>Identifying factors affecting organizational trauma with a focus on ways to reduce consequences and improve productivity (case study: employees of Mashhad Real Estate and Deeds Registration Department)</p>

Abstract

Financial analysis and fraud detection are essential to bank stability, especially in emerging economies like Nigeria. This study investigated the impact of forensic accounting strategies on fraud reduction in registered banks in Nigeria. The research adopted a cross-sectional approach, utilizing primary sources of data, through the use of questionnaires. The data was analysed with multiple regression analysis by the use of Statistical Package for Social Sciences (SPSS). The study found that investigative support and litigation support have a significant and positive relationship with data mining and internal control. From the analysis of the data collected and interpretation of results. It was therefore concluded that forensic accounting strategies may play a significant role in influencing fraud reduction in registered banks in Nigeria. The study recommended amongst others that banks should create forensic accounting units and experienced forensic accountants should investigate suspected fraud, support litigation, and advise on internal control systems in this unit.

Keywords: Financial analysis, forensic accounting, banks, fraud, fraud detection strategies.

Name and Affiliation	Title
<p>Anayem Musah (Author) <i>Anayem's Construction and Real Estate Agency</i></p>	<p>The African Economy: The Strength And Weakness Of It To The World</p>

Abstract

In today’s globalized world, economic activities of individual countries have a role of impact on how another country’s economy will thrive; positive or negative. A classic example is the 2008 financial crisis which shuttered most major and minor economies in the world and affected all institutions of the economy world. IMF (2009a, and 2010), estimated the economic growth of emerging economy and developing economies to drop drastically to 6.1% in 2008 from 13.8% in 2007. This clearly shows the drastic impact of one country’s economic downturn on other countries and even continent as a whole. Recent shutdown of economic activities caused by the COVID-19 also came with it disadvantage on the global economy which many are still in recovery. The Africa as a whole contribute marginally, 2.84% to the global GDP, in nominal terms, as reported by statistics Times. Inasmuch as the continent contribute marginally to global GDP, its role in protecting the world economy cannot be disputed as, most of the stability enjoyed across globe all been the strength of the African economy. The strength of the African economy will be a protection to the global migration problem other countries are facing from some African countries as with strong economy comes the reduction of unemployment which will reduce migration drastically. The era in which the global look to strengthen the African economy by enrolling major investment opportunities to boost the economies of the African countries to alleviate the weakness that it has to combat major problems associated with the weak economy of the African continent, the better it would be for the world to reduce the terrorism rise on the continent. The rise of poverty, oppression of the citizens on the continent are all due to struggling economic activities which needs to revamped to protect the world at large.

Keywords: Economy, GDP, COVID-19, IMF, ANAYEM, MUSA

Name and Affiliation	Title
<p>Neda Jalaliyoon(Author) <i>University Technology Malaysia</i></p> <p>Hamidreza Hamidzadeh Mashhadi <i>Aluminum foundry co</i></p> <p>Mohammad Reza Sadeghi <i>University of Tehran</i></p> <p>Mohammad Hosein Soleimani Sarvestani <i>University of Tehran</i></p>	<p>Combination of Balanced Scorecard and Malcolm Baldrige National Quality Award for Strategic Management</p>

Abstract

During the 1980s and 1990s, increasing criticism was mounted against the use of performance measures based on traditional financial management. Consequently, strategic frameworks were developed for managing organizational performance. This study is going to integrate Balanced Scorecard (BSC) and Malcolm Baldrige National Quality Award (MBNQA). Each model is briefly explained and the strengths and weaknesses are discussed. Moreover, with using Quality Function Deployment (QFD), the advantages of the two models will be strengthened and the weaknesses will be reduced.

Keywords: Balanced Scorecard (BSC), Malcolm Baldrige National Quality Award (MBNQA), Quality Function Deployment (QFD), Performance Evaluation.

1. Introduction

Performance management has risen as one subject that attracts attention of scholars and business practitioners worldwide (Atkinson,, 2012). Many researchers devote their study on its development with the aim of businesses that lend their hand in providing ground for implementation. Its necessity has its root from today’s information era, where changes and exchanges of information flow rapidly thus demand a new approach for monitoring and evaluating company’s performance. Such approach must be able to gauge company’s performance in a timely manner. This is to complement the traditional financial measures that are still used but naturally lagging, hence its sole use will not be able to describe company’s

performance as a whole. In this regard, the search continues for a model that can be widely applied.

Among many developed models, Balanced Scorecard (BSC) stands out and is considered as a groundbreaking innovation in performance evaluation theories over the decades (Atkinson & Epstein, 2000). It has, however, evolved from one generation to another in its effort to adapt with the latest business environmental changes. This evolution is partly driven by reported failures of its application in various organizations that enforces the search for a better BSC (Bourne et al, 2003), (Neely & Bourne, 2000). One approach that has been adopted lately is through integration of two different systems. Using this integration approach, will overcome the weaknesses of one model with strength of the other.

This paper discusses the integration of two different performance measurement systems: Balanced Scorecard and Malcolm Baldrige National Quality Award (MBNQA). Each is firstly reviewed independently, and the process of integration is discussed. The new integrated model is then implemented and the results are reported.

2. LITERATURE REVIEW

The balanced scorecard (BSC) is one of the most highly touted management tools (Gumbus, & Lussier, 2006, Staff, 2002, Kaplan & Norton, 2001). The Balanced Scorecard approach has been developed at the Harvard Business School by Kaplan and Norton (Akao, 1990) since the early 1990s. It suggests that as well as financial measures of performance, attention should be paid to the requirements of customers, business processes and longer-term sustainability. Thus, four areas of performance are defined (financial, customer, internal business and innovation and learning), and it is suggested that up to four measures of performance should be developed in each area (Figure 1 shows the BSC framework) (Atikson, 2012). Emphasizing on linking between performance measures and business strategy is a major strength of the Balanced scorecard (Jalaliyoon et al, 2020). The lack of connection between performance indicators and strategies is one of the problems of organizations and this model provides a practical approach to addressing this issue (Reda, 2017). The Balanced Scorecard is a potentially powerful tool because it can encourage senior managers to address the underlying issue of establishing the organization's strategic goals. (Chen, 2006).

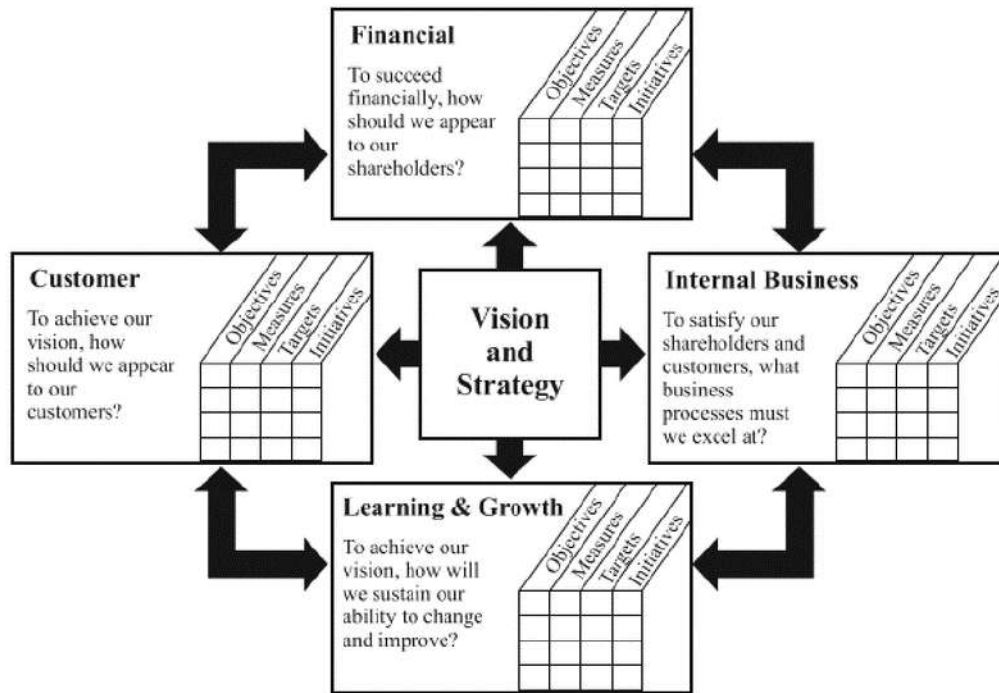


Figure 1: BSC MODEL

MBNQA

The MBNQA was founded in 1987 to provide a systemic perspective for understanding performance management. The MBNQA criteria are designed to help organisations apply an integrated approach to organisational performance management that results in delivery of ever-improving value to customers. The basic structure of the model involves seven criteria: leadership, systems domains (process management, human resource, strategic planning, information and analysis), customer satisfaction, and operational and business results. Since its initial construction, the model has undergone conceptual changes and is currently built as follows: leadership triangle (leadership, strategic planning and customer focus), results triangle (human resources, process management and business results), measurement, analysis and knowledge management (Aydın & Kahraman, 2019).

In most cases, the MBNQA is used for giving feedback to applicants on the basis of self-assessment. The scoring system is based on two evaluation dimensions: (1) process and (2) results. Process refers to the methods an organisation uses to address requirements and results refer to the organisation's outcomes in achieving the requirements (Aydın, S., Kahraman, 2019). In summary, the MBNQA offers an organisation the following advantages: (1) a multidimensional assessment by means of seven criteria; (2) a basic causality structure such that

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the leadership triangle influences the results triangle; and (3) an organisational profile to characterise the individual organisation and its environment.

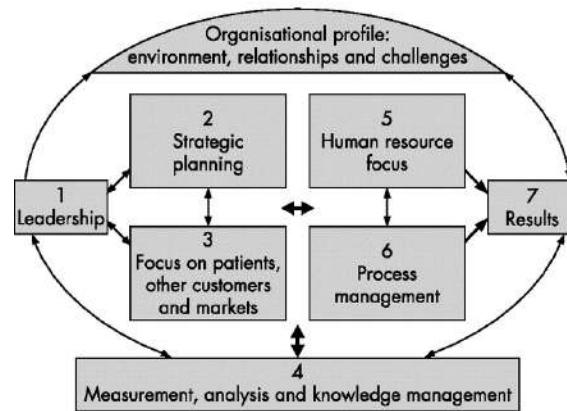


Figure 2: Framework of MBNQA

3. INTEGRATED MODEL BSC & MBNQA

There is a combination framework of BSC and MBNQA. It is realized that each system has its own strength and weak points. Being a vision-driven system, BSC helps organizations to achieve its future goals by aligning their strategies toward its vision. However, Vorria and Bohoris (2009) mentioned, the system itself does not well on the discussion as how to develop strategies. This lack of guidance is a potential problem whereby if strategies are not properly designed then the causal relationships among perspectives will also come to questions. By firstly mapping and finding similarities of functions between BSC’s and MBNQA’s perspectives, relations are made between them. The strength of BSC with its strategy map and cause-and-effect relationships is used as main structure of the combined model. Its weakness of being too flexible in strategy formulation is then offset by imposing MBNQA’s structure into the strategy map. The combined Model is illustrated in the Figure 3.

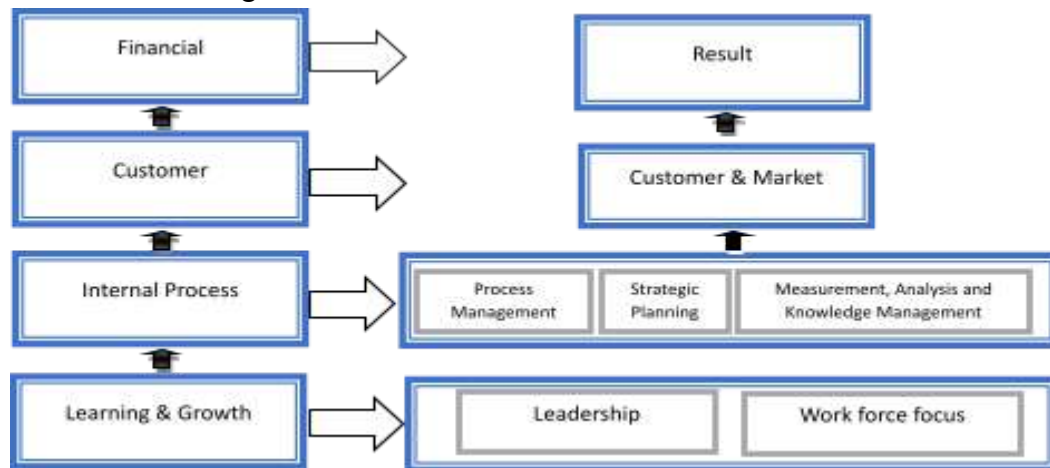


Figure 3: Integrated model of BSC-MBNQA

As can be seen in Figure 3, the interrelationship between perspectives in BSC is maintained, but the structure is replaced with those of MBNQA's. In this combined model, learning and growth perspective of BSC is substituted with MBNQA's driver perspective, consisting of two categories: leadership and workforce focus. Internal business process perspective is viewed equivalent with system perspective of MBNQA that consists of the following categories: process management; strategic planning, measurement, analysis and knowledge management. Two categories in MBNQA's results perspective (results, and customer and market focus) are broken down and connected to the last two of BSC's perspectives (Financial and Customer).

4. Matrix QFD

QFD "is a method for developing a design quality aimed at satisfying the consumer and then translating the consumer's demand into design targets. Major quality assurance points are used throughout the production phase. QFD is a way to assure the design quality while the product is still in the design stage. As a very important side point, when QFD appropriately applied, the reduction of development time by one-half to one-third is depicted (Wei & Zixin, 2023)

The 3 main goals in implementing QFD are:

1. Prioritizing spoken and unspoken customer wants and needs.
2. Translating these needs into technical characteristics and specifications.
3. Building and delivering a quality product or service by focusing everybody toward customer satisfaction.

In order to combine two models (BSC and MBNQA) the BSC perspectives are in the "what" column and the MBNQA criteria are in the "how" row. The aim of devoting the weight in relation between BSC and MBNQA aspects is to increase

the strategic view of the MBNQA model as well as continuous performance improvement in organizations (Wei and Zixin, 2023). In figure 4 the overview of integrated model of BSC and MBNQA has been depicted. After collecting data from questionnaire and with Geo Metric mean the final score of each indicator has been calculated and is illustrated in the table 1.

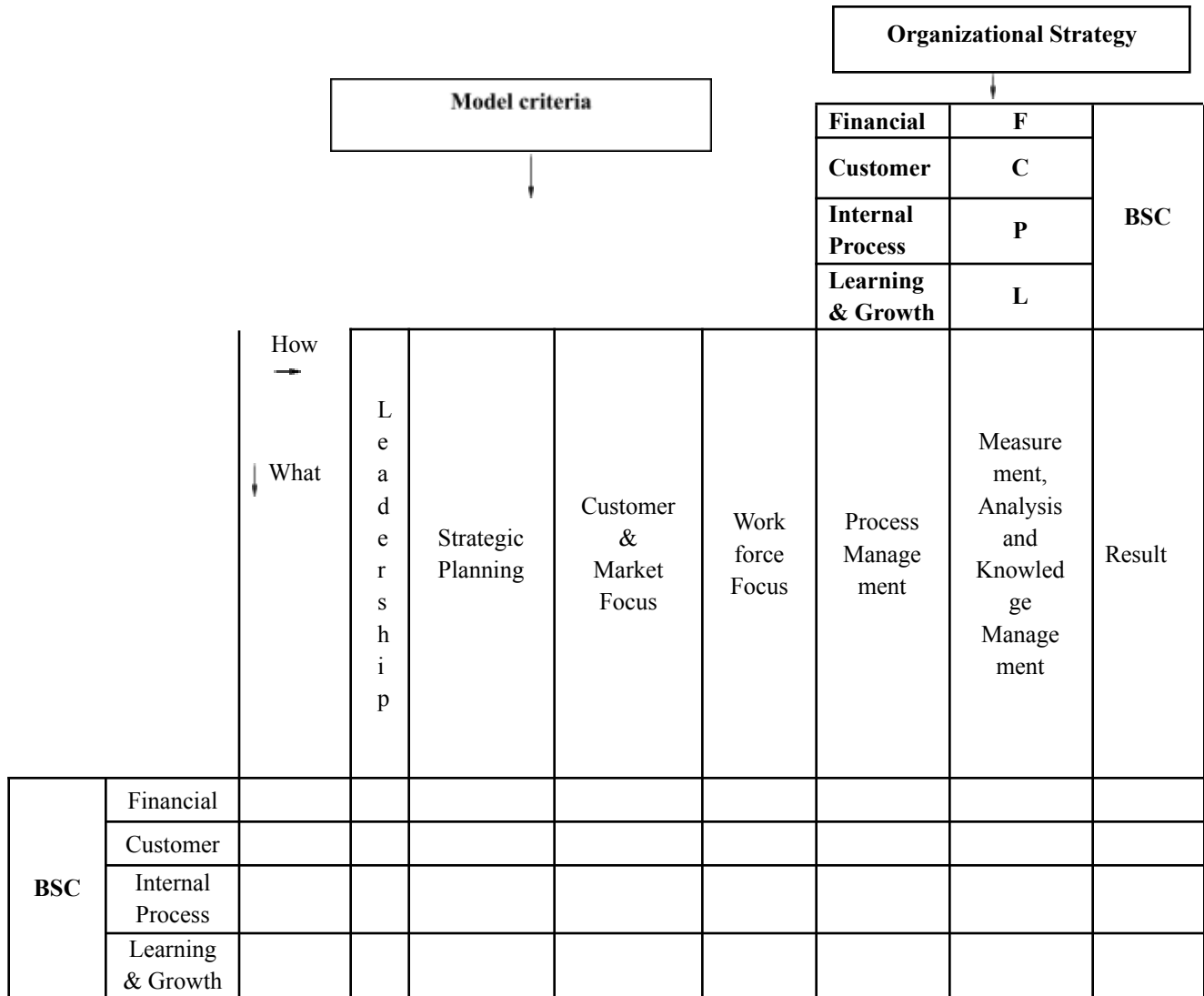


Figure 4: Integration of BSC and MBNQA with QFD Matrix

5. Relation between BSC and MBNQA via QFD Matrix

According to the discussion above, it is understood that using BSC and MBNQA jointly enable organization to impart their advantages together. Therefore, an interview was conducted among experts in an Electrical Company’s and eighteen indicators were chosen among BSC’s indicators which had more priority in comparison with other indicators against MBNQA seven criteria. Then, BSC and MBNQA based on the collected data has been analyzed.

Table 1: Relation between BSC and MBNQA with OFD Matrix

	BSC Perspectives	BSC Indicators	MBNQA Criteria								
			Leadership	Strategic Planning	Customer & Market Focus	Workforce Focus	Process Management	Measurement, Analysis and Knowledge Management	Result	Total	
Balanced Scorecard	1	Financial	Increase profits	3.162	2.913	2.632	3.364	3.310	4.120	3.350	22.851
	2		Become a cost leader	2.213	2.280	1.682	2.213	2.378	2.449	2.280	15.495
	3		Increased utilization of assets	2.115	2.449	1.414	2.000	1.565	1.565	1.732	12.841
	Total			7.490	7.642	5.728	7.577	7.253	8.134	7.362	51.187
	4	Customer	Reduce the number of customer complaints	4.729	3.464	1.968	2.632	2.060	2.213	2.449	19.516
	5		Reduce the delay in delivery of goods	4.472	2.913	2.340	2.213	2.378	2.378	2.449	19.145
	6		After sale service	2.783	2.280	1.968	2.060	2.378	2.378	1.861	15.708
	7		Focus on customer	2.991	2.783	2.340	2.060	2.378	2.378	1.861	16.792

	BSC Perspectives	BSC Indicators	MBNQA Criteria								
			Leadership	Strategic Planning	Customer & Market Focus	Workforce Focus	Process Management	Measurement, Analysis and Knowledge Management	Result	Total	
r s	Total		14.975	11.440	8.617	8.965	9.195	9.349	8.621	71.161	
	8	Internal Process	Product returns	2.115	2.991	2.213	3.162	1.861	2.449	2.378	17.170
	9		Team working	4.472	3.663	1.861	3.761	1.817	2.000	2.060	19.634
	10		Relationship between competence and payments	1.968	2.340	#NUM!	2.783	1.189	1.732	1.732	13.061
	11		Waste caused by operator error	1.968	2.515	1.414	3.162	1.682	2.000	2.000	14.741
	12		Appropriate hardware infrastructure in the organization	1.968	2.236	1.495	2.783	2.340	2.632	1.861	15.316
	13		Organization feeling from being in the competitive market	2.236	2.943	2.115	3.344	2.515	2.000	2.213	17.366

	BSC Perspectives	BSC Indicators	MBNQA Criteria							
			Leadership	Strategic Planning	Customer & Market Focus	Workforce Focus	Process Management	Measurement, Analysis and Knowledge Management	Result	Total
14		Development of equipment and modern technologies	1.861	2.515	2.213	3.162	1.861	1.414	1.861	14.888
Total			16.588	19.203	12.628	22.157	13.266	14.228	14.106	112.176
15	Learning & Growth	Capita education	1.968	2.115	1.000	1.682	1.414	1.414	1.316	10.909
16		Education funding	2.000	2.000	1.000	1.682	1.316	1.414	1.414	10.826
17		Mean absence of staff	2.115	1.861	1.000	1.495	1.316	1.414	1.414	10.616
18		Staff training	2.115	1.861	1.316	1.682	1.316	1.414	1.316	11.020
Total			8.197	7.837	4.316	6.541	5.362	5.657	5.461	43.371
Sum			47.251	46.121	31.289	45.240	35.076	37.367	35.550	277.89
%			17.00	16.59	11.25	16.27	12.62	13.44	12.79	
Priority			1	2	7	3	6	4	5	

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6. Conclusion

To sum up in this research by doing survey with experts the relation between BSC and MBNQA criteria's and the result has been depicted (table 2). The scoring methodology was based on Chen and Chou (2006) (the strong relation with 5, weak relation with 1 and no relation with 0 is considered).

Table2: BSC, MBNQA and Allocation of Resource

MBNQA Criteria's	Score	BSC Perspectives	Score	Allocation of resources
Leadership	47.251	Learning & Growth	43.371	15.61
Workforce Focus	45.240			
Customer & Market Focus	31.289	Customer	71.161	25.61
Strategic Planning	46.121	Internal Process	112.176	40.37
Process Management	35.076			
Measurement, Analysis and Knowledge Management	37.367			
Result	35.550	Financial	51.187	18.42
Sum	277.89		277.894	

As it is clear the company for achieving the goal need to allocate 15.61 % of their resource to learning and growth, 25.61% to the customer, 40.37% and 18.42% to the internal process and financial respectively. In conclusion, Organizations by focusing on each aspect especially most important one and finding areas that need improvements will be able to plan the strategic planning of their organization according to the results.

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Name and Affiliation	Title
<p>Nana Kwadwo Dwamena Sakyi (Author) <i>Sunyani West Municipal Assembly (SWMA)</i></p> <p>Vincent Offeh Berkoh <i>Sunyani West Municipal Assembly (SWMA)</i></p>	<p>Adopting Smart Home-grown Waste Management approaches, the most sustainable and efficient way to transform waste to wealth in the Sub-Saharan Africa: Case Study of decentralized Government structures.</p>

Background:

The clarion call for Home-grown Waste to Energy Technology is gaining momentum in Sub-Saharan Africa as it is gradually becoming the surest bet for clean energy and wealth creation. According to the Zoomlion Alliance Africa (2017 Index Report) close to 900,000MT of both Solid and Liquid wastes are generated per each Cosmopolitan region half yearly. These wastes are left to the dictates of nature which add up to the ongoing climatic changes in the form of rise in sea levels as 70% of these waste materials find their route into sea bodies. Waste (also known as rubbish, refuse, garbage) is unwanted or useless materials. Solid wastes are from municipal, industrial, and agricultural activities. However, any refuse or waste can be an economic resource to others depending on the application of the rightful technologies with Waste to Energy Technology (WTE) as the most tried and tested in the Asian Regions. ***Waste is just value that we are too stupid not to use (Albert Einstein)***. Solid waste (SW) is an environmental and public health problem. There is a sustainable management method for Solid Waste. Uncontrolled landfill gases have negative health impacts on the local populace. Sorting Solid Waste increases its ability to be repurposed. Solid Waste is a cost-effective renewable energy source. Examples of Solid Waste includes Wood residuals from lumber mills (off-cuts, sawdust), Expired trees, Agricultural waste and Sorted municipal wastes (plastic, paper). Project assumptions of setting up a successful Waste to Energy Technology is estimated at an Installed capacity cost of: \$4,500,000 Includes equipment, shipping, customs and installation, Annual Operations and Administrative cost of \$250,000. The Project useful lifetime is 20 years, Electricity generation: 7,560 MWh, Price of 1kWh to national grid = USD 0.15 and the Cost of acquiring 1kWh worth of waste = USD 0.01. These facts make Waste to Energy Technologies not only reliable but cost effective and efficient.

Methods:

Data from the Directorates of 17 Sanitation Ministries in Africa for the years 2012-2017 were used. Chi-square test and Logistic Regression Model were used to evaluate the relationship between usage of technologies and waste management.

Results:

94.6% of Cosmopolitan Government Structures still ready to resort to waste to Energy Technologies only 5.4% has instituted appropriate advanced technologies on waste to energy. This is mostly called the Waste to Energy Projects (WTE Projects). The upscale of these waste to energy technologies has the propensity of creating sustainable wealth, reducing more filth-induced sicknesses and mostly importantly create worth. Estimate, close to 23% of Health budgets of most Governments in the Sub-Saharan Africa goes into filth induced sickness. This implies that adopting the needful technologies in waste management will end not only creating wealth but undeniably create a more healthy Sub-Saharan Africa. Most Cities have become a confused web of disorganized human activities where the life somehow moves within squalid, filthy and shabby urban envelop caused by overcrowding, insanitary environment, the heterogeneous mixture of non-conforming functions.

Conclusion:

Waste to Energy must be embraced by many Sub-Saharan African Countries not only as creating a clean energy but riding our Cosmopolitan areas of needless filth. This has impact on urban sustainability.

Keywords: Agricultural waste; Sorted municipal wastes; Clean Energy; Climatic Changes; Logistic Regression, Urban sustainability.

Name and Affiliation	Title
Benjamin Akwasi Hene (Author) <i>Habben Enterprise</i>	Cross-cultural Management – A case study of Ghana

Abstract

This paper presents a comprehensive case study of cross-cultural management in the context of Ghana, a nation characterized by its rich cultural diversity and rapidly growing economic landscape. The study explores the challenges and opportunities that arise when managing a multicultural workforce in Ghana, aiming to shed light on effective strategies for fostering a harmonious work environment while maximizing productivity. Utilizing a mixed-methods approach, we analyze the cultural dynamics within Ghanaian organizations and the strategies employed by managers to bridge cultural gaps. The findings provide valuable insights into the intricate balance required for successful cross-cultural management, emphasizing the importance of understanding and respecting cultural nuances in achieving organizational objectives.

Background:

Cross-cultural management has become increasingly important in today's globalized business environment. Understanding and effectively managing cultural differences is essential for the success of multinational organizations. This paper explores the challenges and strategies of cross-cultural management in the context of Ghana, a country with a rich cultural heritage and a growing presence in the global business arena.

Aims:

This study aims to investigate the unique cultural dimensions and their impact on management practices in Ghana. By analyzing real-life case studies, it seeks to identify key challenges faced by multinational companies operating in Ghana and propose effective cross-cultural management strategies to enhance organizational performance.

Methods:

The research employs a qualitative case study approach, involving in-depth interviews, participant observations, and document analysis. Data is collected from both Ghanaian employees and expatriates working in multinational organizations operating in Ghana. Cultural dimensions are assessed using Hofstede's cultural dimensions framework, and thematic analysis is employed to identify key challenges and successful management strategies.

Results:

The study reveals that Ghana's cultural landscape is characterized by collectivism, high power distance, and a strong emphasis on interpersonal relationships. Challenges faced by multinational companies include communication barriers, hierarchical management structures, and differing work ethics. Successful cross-cultural management strategies include cultural sensitivity training, the establishment of strong local networks, and the adaptation of management practices to local norms.

Conclusion:

Cross-cultural management in Ghana requires a deep understanding of the local culture, its values, and its impact on business practices. Multinational organizations that invest in cultural sensitivity training and foster a culturally inclusive workplace are better equipped to overcome challenges and leverage the benefits of the Ghanaian market. This study contributes to the broader literature on cross-cultural management by providing insights into the specific challenges and strategies in the Ghanaian context.

Keywords: Cross-cultural management, Ghana, cultural dimensions, multinational organizations, cultural sensitivity, organizational performance.

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Name and Affiliation	Title
<p>Chukuakadibia Eresia Eke (Author) <i>University of Pretoria</i></p>	<p>A Pandemic Context Examination of the Role of Social Media Usage and Employee Engagement in Employee Productivity</p>

Abstract

This study seeks to determine how the usage of social media and employee engagement has influenced productivity of employees in the digital marketing industry during the COVID-19 pandemic era. The study employs a quantitative research approach executed from a positivist philosophical standpoint. Data was collected with the use of an online survey, in a cross-sectional manner, from a sample of employees working within the digital marketing industry during the COVID-19 pandemic.

The instrument for data collection employed previously validated scales for the measurement of the latent constructs that were of interest to the study. Subsequently, data were subjected to descriptive and statistical analysis using SPSS Data Analysis Software interrogate the hypothesised relationships between social media usage, employee engagement and the productivity of digital marketing employees before and during the COVID-19 pandemic.

The results of the study revealed a significant positive relationship between social media usage and employee productivity, which in the pre-COVID era was non-existent. Additionally, the study established that employee engagement demonstrated a significant positive relationship with employee productivity before the pandemic and this subsisted even during the pandemic. Curiously, however, results of the empirical analysis undertaken showed that there was no significant statistical relationship between social media usage and employee engagement in the studied population.

It is anticipated that employers in the digital marketing industry will benefit from the results of this study as it engenders better understanding of some of the antecedents of employee productivity in the industry. The insights gained should give Managers the confidence to leverage social media usage and employee engagement to get employees to remain as productive as possible in pandemic or other disruptive situations. Conducted within the context of a developing economy, this study’s significance is linked to the contribution that it makes towards filling existing research gap with respect to the touted nexus of employee productivity, employee engagement and social media usage, as studies in this area located within a COVID-19 pandemic premise in Africa are lacking.

Keywords: social media, employee engagement, employee productivity, digital marketing, COVID-19 pandemic.