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**Content Details:**

<p><b>Haseeb Asif (Author)</b> <i>Muslim Youth University, Pakistan</i></p>	<p><b>Effects Of Employee Involvement On Organizational Change Cynicism</b></p>
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**Abstract**

Organizational change efforts may produce some unintended outcomes such as organizational change cynicism (OCC) in addition to the intended outcomes such as profitability. Organizational change cynicism may result in unintended outcome such as intention to resist change. The importance of the study lies in dealing with the problems associated with the cynicism that arises due to change efforts, thus helping us in finding ways to reduce cynicism also finding if this change specific cynicism has any effect on intention to resist change. The aim of the study is to investigate the communication aspect which contributes to employee cynicism towards organizational change in the government organization of Pakistan. A similar study was carried out in higher education settings by Yuxia Qian in 2008. According to her research four variables, cynicism of colleagues, information sharing about change, and trust in the administration and participation in decision making (PDM) were hypothesized to predict OCC. PDM was subsequently eliminated in context of her research because of weak relation with OCC. However, in the present study PDM will be reintroduced. This will be done to examine if any relation exist between PDM and OCC in the government organization of Pakistan. The model presented by Yuxia Qian (2008) will guide in the development of a framework and instrument for data collection for the present study.

<p><b>Muhammad Shahram Younas (Author)</b> <i>University of Gujrat</i></p>	<p><b>Modern Technologies Impact on Consumer Purchasing Behavior</b></p>
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**Abstract:**

Consumer purchasing behavior is bafflingly subtle and much more complicated in core of its understanding of variability influenced by exactly and definitely endless factors lay down prone grounds for a given related change. Consumer buying behaviors is subject to alteration to a range of external and internal spurs ranging from emotional, Public and enlightening, personal and economic spur complemented by technological expansions. In addition to orthodoxly studied factors Technological intervention has clearly become united and filled in consumer buying decision and is plain of much of the influential change in wonder. This examination stays meticulously coherent to analytically view deep changes that has been brought by technological developments into consumer marketplaces along with the conventional factors and how predictable factors' impact has been altered. Online shopping is the current trend of being talented to search and buy almost all at the comfort of being at your home over the net changing the old-style buying methods harshly. Companies have come to comprehend the noteworthy impact on the miracle and have adapted to adjust marketing strategies accordingly keeping in view online reviews of cooperating consumers and suggestion platform profoundly touching the buying decisions of thousands of consumers. Unclouded understanding of technological transformation provides the occasions to devise strategies and design new abilities which would enable companies to accomplish their beleaguered areas.

**Keywords:** Innovative technologies, Consumer purchasing Behavior, Digital social marketing era.

<p><b>Yetmgeta Girma (Author)</b> <i>Trade Mark Africa</i></p>	<p><b>Current Trends of Inflation in Ethiopia: The case of food prices.</b></p>
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**Abstract**

One of the prime objectives of macroeconomic policy both in developed and developing countries are to achieve economic stability and ensure sustainable economic growth simultaneously with price stability. Ethiopia has experienced a historically unprecedented increase in inflation, mainly driven by cereal price inflation, which is among the highest in Sub-Saharan Africa. This study, therefore, seeks to identify the current rate, causes and impacts of high rates of inflation in the country by giving particular emphasis on food prices. As high and persistent inflation poses uncertainties in the economy and lead to slowdown of economic growth by discouraging domestic as well as foreign investment most importantly affecting the consumption pattern and saving by reducing real income. Thus, factors contributing for this inflationary pressure should be properly identified and needs to be tackled. In order to achieve these research objectives, inflation related data from Ethiopian statistical authority and other credible sources were collected and analysed. The finding of the study indicated that the purchasing power of Ethiopian Birr<sup>1</sup> deteriorated dramatically in the past three decades and identified key historical occurrences that contributed for this deterioration. Moreover, the study recommended to adopt various monetary and fiscal policy instruments to tackle the impacts of inflation.

**Keywords:** Inflation trends, Tigray war and inflation, consumer price index in Ethiopia, purchasing power of Birr.

<sup>1</sup> Birr is the official currency of Ethiopia. It has denominations of 5, 10,50,100 and 200.

## 1. Background and rationale of the study

Ethiopia is the second-most populous country in Africa, after Nigeria, with an estimated population of over 109 million inhabitants in 2020 (WB<sup>2</sup>, 2020). Of which, roughly 80 percent live in rural areas and derive their income primarily from agriculture-based activities, and the remaining residing in urban areas (CSA<sup>3</sup>, 2013). Despite the fact that Ethiopia is one of the poorest nations in the world, its economic growth has been accelerated at an unprecedented pace in the most recent decade.

Inflation measures a rise in the overall price level of goods and services in a given economy. It is a decline of purchasing power of a given currency (Ethiopian Birr in this case). A quantitative estimate of the rate at which the decline in purchasing power occurs can be revealed in the increment of an average price level of a basket of selected goods and services in the country during the study period. Individuals with tangible assets such as property and stocked commodities may like to see some inflation as that raise the value of their asset. But those holding cash may not like inflation, as it erodes the value of their cash (Adugna, 2021).

In Economic science, there are various price indexes which are used to measure inflation. The Consumer Price Index (CPI)<sup>4</sup> has been used throughout this research paper to measure inflation. The CPI measures the cost of buying a fixed basket of goods and services representative of the purchase of consumers. Inflation is measured by measuring the percentage change in the prices of a given basket goods over time as compared to the price in the base year: In Ethiopia the central Statistical Authority computes the CPI. The authority makes household expenditure survey every five years.

Through meticulously observing the likely adverse impacts of high inflation on the Ethiopian economy, the author has taken the initiative to conducted this study. The study basically aims at identifying the current rate, causes and impacts of high rates of inflation in the country by giving particular emphasis on food prices.

## 2. Approach and Methodology

The study was conducted based on both primary and secondary data. The primary data was collected through in depth interviews using structured and unstructured questionnaires. The secondary data was obtained through a review of reports produced by relevant bodies including government authorities, non-government actors, and business communities. The information gathered from various primary and secondary sources was organized, analysed, and presented using a variety of qualitative and quantitative data analysis tools and techniques. Excel

software applications were used to produce tables, graphs and charts, as well as different

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computations such as percentages, ratios and cross-tabulations.

<sup>2</sup>WB: World Bank

<sup>3</sup>CSA: Central statistical Agency-Ethiopia

$$CPI = \frac{\text{Value of Basket in Current Year}}{\text{Value of Basket in Prior Year}} \times 100$$

<sup>4</sup>

### 3. Trends of Inflation in Ethiopia.

Historically between the period 1974 to 1991, Ethiopia was ruled by the *Derg*<sup>5</sup> military junta, this is also the period where there is a recorded inflation data in Ethiopia. According to (Menji, 2008) Inflation during the communist regime was low due to various reasons. During the *Derg*'s regime the price control by the government has kept prices stable. The government was also rationing goods at fixed prices to the public which in turn has contributed to the lower inflation attained during the *Derg* regime. In addition the lower and pegged exchange rate has also helped to lower the impact of international price hikes on Ethiopia. The annual average inflation was 5.2 percent between 1980-2002. Undoubtedly, this state-led economic policy had negative consequences. It stagnated the growth of the economy by hindering innovation, efficiency, and participation of the private sector in the economy.

Persuent to the above historical review of inflation in Ethiopia, (Gebremeskel, 2020) states that the statistics of the previous two decades showed significant economic growth accompanied by low inflation to the mid-2000s; but from 2005, the growth process was accompanied by inflationary pressure. Inflation persisted to the extent that real interest rates fell within negative territory. The official inflation records were 2.5% up to 2004 and 15.1% thereafter. While it was envisaged for 11.1% economic growth, the performance achieved was 10.9%. The regional distribution of inflation shows that Dire-Dawa city reached the highest level, 37.1%, followed by Harari and Addis Ababa with 32.3% and 28.6%, respectively. Despite overall economic growth, inflationary pressure affected the great majority of the population forming inflation growth dilemma which has severe implications for the welfare of wage earners on the minimum wage, and pensioners on fixed incomes which are not subject to wage or income indexation in the context of Ethiopia.

Generally, the highest inflation rate in Ethiopia was recorded during the fiscal year of 2007/2008<sup>6</sup> in which the rate climbed to 64.20% in July of 2008 while the food inflation

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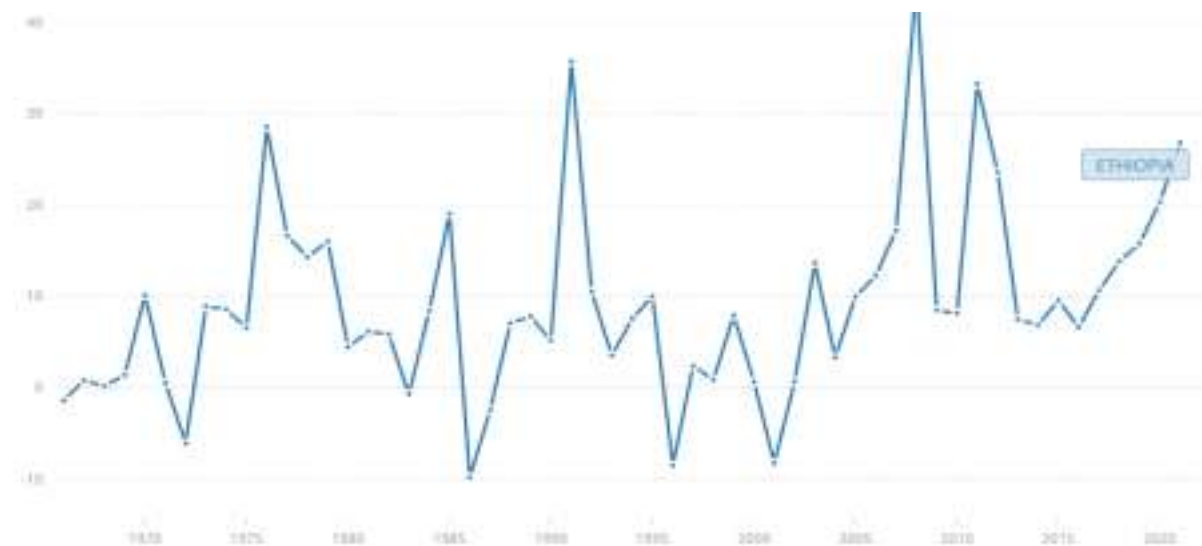


recorded was 49 % in August 2008. The fiscal year 2007/2008 is a very crucial year in Ethiopia's inflation history. It is the year when Ethiopians globally celebrated the transition to Ethiopian third millennium, according to the Ethiopian calendar. Moreover, in 2008, Ethiopia had the highest rate of month-on-month food inflation rate in the developing world, at 3.5% per month. Most of this inflation is driven by higher staple food prices, such as maize, wheat and teff (Headey et al, 2012).

The following graphical presentation of Ethiopia's inflation trend was adopted from World Bank's inflation data for Ethiopia.

<sup>5</sup> Derg means "committee" in Amharic. This appellation refers to the committee of military officers who led the government when it seized power between 1974-1991.

<sup>6</sup> The Ethiopian third millennium (Amharic: የኢትዮጵያ ሶስተኛው ሚሊኒየም), also frequently called the Ethiopian Millennium, was a New Year event in Ethiopia celebrating the transition to third millennium in the Ethiopian calendar, on 11 September 2007.



**Source: (WB, inflation consumer prices (annual %) Data- Ethiopia)**

As can be seen above, country-level inflation rate reached above 50% in 2007/8, with the highest rate in the same year and the lowest before (1970). The economic impact of this high rate of inflation post 2000s in Ethiopia has been immense across the country. For instance, it disproportionately impacted the low-income households, raises cost of living, and raises Interest rates.

#### 4. Current trends of inflation (2020-2023)

One of the notable influences in the analysis of trends of inflation in recent years in Ethiopia is the *Tigray war*. The Tigray War was an armed conflict that lasted from 3 November 2020 to 3 November 2022. The war was primarily fought in the Tigray Region of Ethiopia between the Ethiopian federal government and Eritrea on one side, and the Tigray People's Liberation Front (TPLF) on the other. This 2-year civil war has killed thousands of people and seriously aggravated the country's already disastrous humanitarian situation and highly impacted the country's infant economy.

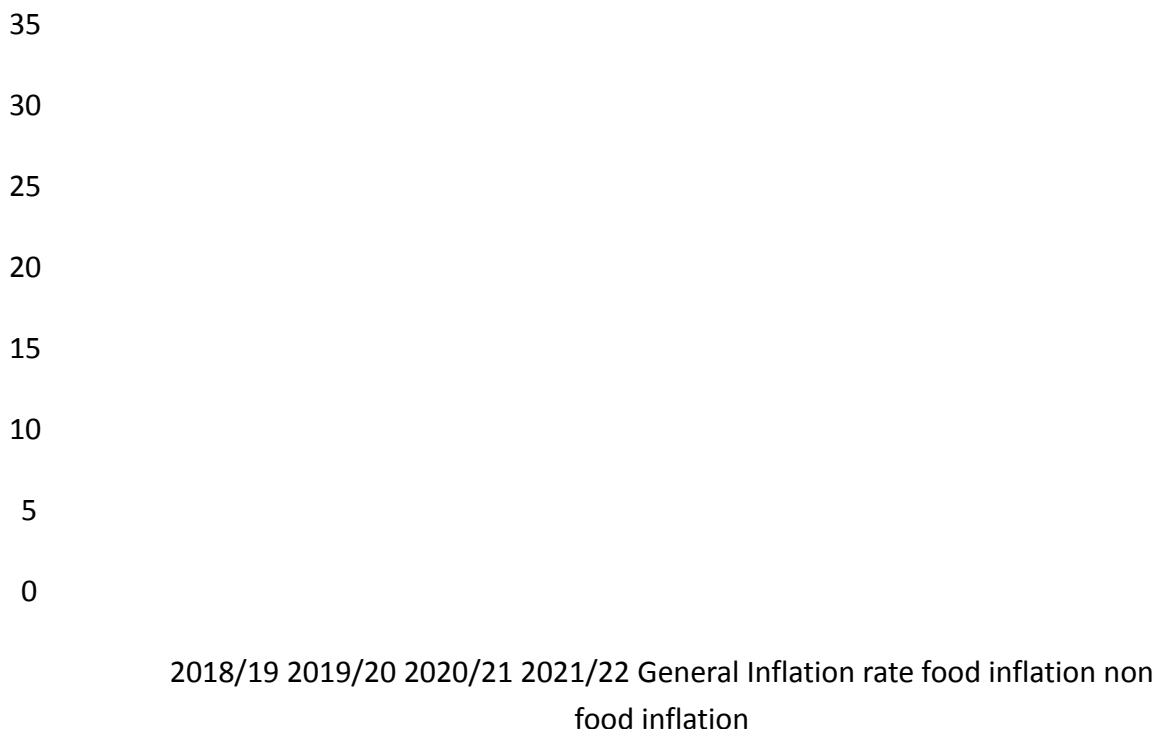
From the findings of a study conducted by (CIPE<sup>7</sup>, 2023) the war has not only impacted the economies of the Afar, Amhara, and Tigray regions but the economy of the overall country at both the macro and micro levels. The war in northern Ethiopia greatly affected the macroeconomic performance of the country and contributed to a decline in GDP growth, the expansion of the fiscal deficit, and a considerable increase in the price of food items. Additionally, the war has affected multiple dimensions of the businesses of MSMEs<sup>8</sup> and marginal economic actors. This has manifested through the destruction of assets, shortage of inputs, and market inaccessibility. Additional challenges identified by marginal economic actors include the blocking of banking and telecom services, lack of transportation, and the spread of disinformation during the war.

The following graphical illustration depicts the trend of inflation in Ethiopia from the fiscal year 2018/19 to 2021/22. The data was collected from the reports of the National Bank of Ethiopia (NBE) and Central Statistical Agency (CSA).

<sup>7</sup>CENTER FOR INTERNATIONAL PRIVATE ENTERPRISE

<sup>8</sup>Micro Small and Medium Enterprises.

Average annual inflation rate 2019-2022



Source: National Bank of Ethiopia (NBE) 2020,2021 and 2022 reports.

As can be seen above, Headline inflation was 12.6 percent in 2018/19, food inflation on the same year was on 13.1 percent and non-food inflation was 11.9 Percent, one can see from these data that the inflation rates during the 2019 and before were high but was in a range of manageable magnitude. However write after the commencement of the Tigray conflict all the three indicators showed an alarming trajectory increment.

The persistent inflationary pressure from November 2020, in addition to the war is driven by a range of factors including the mismatch between aggregate supply and demand, the political and unrest in several parts of the country, the high commodity prices in the global market, and the loose monetary and fiscal policies. After remaining at more than 20 percent for the year 2020/21 food inflation alarmingly increased to 30.01 percent in the 2021/22 fiscal year.

### 5. Conclusion and Recommendation

Evidence from NBE, WB and CSA sources show that since the beginning of the 2000s Ethiopian economic growth has been accompanied by inflationary pressure. Currently, in Ethiopia Inflation is one of the major macroeconomic challenges. In addition, unemployment,

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slow economic growth, debt burden, balance of payment deficits, steady depreciation of the national currency, and low foreign exchange reserves are among the top challenges restraining the economy. In 2020 and 2021, increased government spending related to the Tigray war, agricultural production contractions, and supply chain disruptions induced by the COVID-19 pandemic have further aggravated the mounting inflation levels in the country. Moreover inflation in the country is showing alarming increment in the past 2/3 decades.

Based on the findings of the study, the author recommends the following measures may help in reducing inflation in Ethiopia.

- **Tight Monetary Policy:** A tightening of monetary policy is necessary for a reduction of the inflation rate. Since it would be difficult to realize sufficient reduction of inflation only by monetary policy, without impacting on economic growth, a reduction of inflation inertia through removal of structural factors is needed.
- **Identifying and regularly monitoring key inflationary commodities:** The commodities whose inflationary pressure can potentially or permanently perpetuate inflation should be identified regularly and the results used for inflation forecasts. This would help the monetary authority (the NBE) to effectively identify the causes of price changes. These commodities include Fuel, Fertilizer, and food stuffs like *Teff* and wheat.
- **Effective management of public expenditures:** The government has to cut its public expenditure to reduce its budget deficit. The huge budget deficit that the country is facing is pushing NBE to print more money and inject in to the economy. This measure has to be managed effectively.
- **Promote the culture of national savings:** Since the gross national saving plays a critical role in reducing inflation especially in the short run, the government has to take various measures including increasing interest rates to increase the public saving while encouraging business firms and households to rise the private saving. This policy direction not only will lessen the rate of inflation but also will provide potential investors with adequate investible funds.

- **Ensuring political dialogue and democratic administration:** as presented in the previous sections, the Tigray war resulted in massive political and economic deterioration in the country, by taking lessons from this horrible occurrence the government and political actors in the country need to settle their political differences in a civilized and democratic manner, other than settling disputes with an armed conflicts.

<sup>9</sup>In Ethiopia and Eritrea, teff is the most common cereal crop used to make engera (the staple food In the two countries)

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<p><b>Charles Ikechi Emelogu (Author)</b>  <i>Walden University Minneapolis</i>  <i>USA</i></p>	<p><b>Exploring Digital Strategies As A Business Management And Transformational Tool In Developing Countries: The Nigerian Experience</b></p>
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**Abstract:** Despite critical business opportunities and solutions digital technologies birthed, studies show that many business leaders are yet to explore the potential of digital solutions to manage and transform their businesses to capture more value. Through a semi-structured interview with business leaders and managers in Lagos, Nigeria, and content analysis, this paper explores how business leaders in developing nations like Nigeria may leverage the potency of digital strategies to manage and transform their business operations to obtain more value. The result provided a distinctive insight into the dynamics around digital strategy adoption in business and the inclusive effects, evidencing that managing and transforming business operations in developing nations is achievable by adopting soft and hardware digital solutions at all levels of the business process. This paper advances the discussion on digital strategy adoption in business and recommends a paradigm shift of businesses to a digitally-evolved business construct to streamline processes, unlock new opportunities, and benefit from the potency of digital solutions. The recommendation in this paper could be rewarding to influencing change in the process and management of business operations and as a decision support tool for business management and transformation in developing nations like Nigeria to achieve operational efficiency and business sustainability.

**Keywords:** Digital Strategy, Digital Divide, Digital Skill Gap, Business Management, Transformation, Sustainability.



## Introduction

With the digital era revolutionizing how businesses operate and disrupting businesses in various ways, Digital Strategy phenomenon has become prevalent in the business construct. Business leaders seek emerging, strategic, and more efficient ways to manage and transform their businesses. Though some business leaders in developing countries seem to be keeping up with their digital transformation agendas, many are yet to digitally strategize their businesses to explore the value-creation potentials of digital solutions to manage and transform their businesses (World Bank Group, 2019). Instead, struggle with the inability to adapt and respond to technology-led business strategies relevant to business management and transformation (Oke et al., 2020; Vasilescu et al., 2020; World Bank Group, 2022).

Studies (Okoye et al., 2023; Okunola et al., 2017; Vasilescu et al., 2020; World Bank Group, 2022) associated the cause with a lack of digital strategies in most business organizations in developing countries given the digital divide and digital skill gap among business leaders to digitally manage and transform businesses. In effect, less innovative practices and competitiveness in the marketplace and missed value-producing opportunities to capture more value, drive business growth, and achieve sustainability goals continues to characterize the business ecosystem of most developing nations (United Nation Development Programme 2021; Vasilescu et al., 2020; World Bank Group, 2022). Thus, business closure, job loss, unemployment rate increase, and a decline in household income to achieve a better living standard became prevalent.

The report from the United Nations Development Programme (2021) on the digital divide among nations affirmed that about 60 percent of the world's population as of the year 2021 was connected online, but mostly people in developed countries and only one in five people in less-developed countries have access to online resources, making the digital divide inevitable in developing nations. The term digital divide describes the gap between individuals, households, businesses, and geographical areas with access to information and communication technologies (ICTs) or the Internet of Things (IoT) to improve living standards or business processes (Okoye et al., 2023). World Bank Group (2022) report affirmed that firms in developing nations are often confined to more rudimentary and less automated processes, which reflects in low productivity levels, less-quality jobs, and unsustainable businesses. For example, the report on achieving digital transformation agenda in El Salvador's business ecosystem indicated that almost half of the population in El Salvador lacks internet access resulting in lower digital services compared to their peer countries and consequently impact negatively on their business competitiveness, growth effort, and sustainability (World Bank Group, 2022).

Relatedly to Nigeria, business activities form a significant part of Nigeria's economic landscape.

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Lagos, for instance, houses about 65% of Nigeria's businesses with over 2,000 manufacturing companies and 200 financial institutions, the most extensive collection of small and medium enterprises in Africa, accounts for about 90% of Nigeria's overall trade flows and is considered ICT hub of West Africa (National Bureau of Statistics. 2020; Osho & Adishi, 2019). Conversely, digital strategy adoption in business is still below expectations (Zubairu et al., 2020). Data on technology adoption and the use of digital strategies in Nigerian businesses revealed an infrastructure deficit, a low level of digital literacy and adoption rate, and a digital skill gap among some business leaders and managers to manage and transform businesses (Nigerian Communication Commission, 2021; Oke et al., 2020; World Bank Group, 2019). In effect, many business leaders are unable to explore the value-creation potentials of digital solutions to manage and transform their businesses to capture more value.

Several studies support that business leaders in organizations and industries across different sectors, especially in developed nations, adopt digital strategies to achieve their business management and transformation goals. Digital Strategy as a combination of technological tools and well-developed business plans to tactically drive business success (Emelogu, 2023) has been resourceful to achieving business transformation agenda (Schneider & Imai, 2019). Using digital strategies to manage and transform businesses provides value-producing opportunities, competitive advantage, and sustainability in the marketplace (Schneider & Imai, 2019). Digital strategy inclusion in the business process enhances productivity, operational efficiency, business performance, and transformation (El Hilali et al., 2020) and supports the endeavors of organizations to develop in a resilient and sustainable way (Esses et al., 2021). Despite critical business opportunities and solutions digital technologies birthed, studies show that many business leaders in developing countries like Nigeria are yet to explore the potential of digital solutions to manage and transform their businesses to capture more value.

Although various studies exist on technology adoption in Nigerian businesses, studies are still deficient on strategic digital intervention measures that offer a holistic understanding of how business leaders may leverage the potency of digital strategies to manage their business operations and accelerate business transformation across all business sectors in Nigeria. The dearth of research on strategic digital intervention measures to transform businesses hinders the knowledge-building process in business management and transformation in developing nations like Nigeria. This study was imperative to explore digital strategy as a tool for managing and transforming business operations across all sectors in developing nations like Nigeria to capture more value.

## **Purpose of Study**

This study explored digital strategies business leaders in developing nations like Nigeria may

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leverage to manage and transform their business operations. In specific;

1. Explore why digital strategy adoption in the business operations of developing nations.
2. Offer a holistic understanding of how business leaders in developing nations like Nigeria may leverage the potency of digital strategies to manage and transform their businesses.
3. Explore the prospects of adopting digital strategies in developing nations' business ecosystems.

The knowledge gained from this study on the potency of digital strategies paired with capabilities to transform business may impact both theory and practice of business management.

## **Research Question**

How may business leaders leverage digital strategies to manage and transform business operations in developing nations like Nigeria?

## **Methodology**

The digital business transformation (DBT) concept of change in the framework of why, what, and how to transform business and realize the value in digital technologies by Wade (2015) framed this study. The research method is a qualitative exploratory approach. The literature review comprises a review of peer-reviewed professional and academic literature related to the study's phenomena. Data collection was through purposefully sampled participants in semi-structured interviews, document review, and reflective field notes and analyzed through content analysis. The interview participants were business leaders and managers from different industries in Lagos, Nigeria, who adopted digital strategies to manage and transform their businesses. The document review included digital strategy adoption supporting documents, and the field notes are the reflective notes taken during the interview.

## **Results and Discussion**

The result provided a distinctive insight into the dynamics around digital strategy adoption in business and the inclusive effects. The result affirmed that the field of digital transformation is still developing in Nigeria and exhibited the inclusive values of digital strategy in business through the adoption of technology-based solutions in managing and transforming businesses. It was also evident in the results that digital strategy could help to optimize business processes,

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strengthen the business management strategy, and transform the critical areas of the business such as business models, structure, leadership style, workforce, culture, operational processes, and customer experiences for better service delivery. The essentiality of digital strategies extended to the overall governance of business organizations as more than 60% of the participants attested that digital strategy provided a framework for inclusive corporate governance, structural expansions, and a holistic and modernized approach to their business management. It was apparent in the findings that through digital strategies, business leaders could connect with the workforce more creatively, make decisions based on digitally analyzed data, reduce information exchange costs through collaboration and digital connections with other organizations, improve information flow, and streamline business operational processes for efficiency and sustainability.

## **Conclusion and Recommendation**

The study explored digital strategy as a tool to manage and transform business operations in developing nations with Nigeria in focus. Participants' perspectives, related literature reviewed, and Wade's conceptual framework of why, what, and how to digitally manage and transform businesses framed the study and the findings. In retort to the research question, managing and transforming business operations in developing nations like Nigeria is achievable by adopting soft and hardware digital solutions at all levels of the business process across all sectors. With digital strategies in business operations, values were generated and could deepen with the continuous adoption of digital solutions in navigating the business landscape of developing nations. From the findings, digital strategy adoption in the business process could transform businesses across different sectors from the existing fit to a new and improved fit. However, the transformative power of digital strategy comes with some substantial risks and concerns. There were concerns about the digital divide, digital skill gap, safety of data, and cost effect impeding the effort of individuals and businesses to adopt digital strategies in the business process, which need to be addressed.

Thus, this study recommends that the government and other stakeholders consider making investment decisions targeted at improving digital infrastructures supportive of digital strategy adoption in developing nations' business process and management to inspire business leaders to explore the potentials of digital strategy and solutions to manage and transform their businesses, increase socioeconomic opportunities, and influence positive social change. This paper also recommends continuous integration of technology-based solutions, workforce digital upskilling, and strict intervention and support by the government and other stakeholders directed at diminishing the risks and impediments to digital strategy adoption in the business ecosystem of

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developing nations. Digital strategy adoption in business, as recommended in this paper, could be rewarding to influencing change in the process and management of business operations in developing nations and as a decision support tool for business management and transformation to achieve operational efficiency and business sustainability. This study's scope was limited to perspectives from business leaders and managers in Lagos, Nigeria, excluding other stakeholders, cities, and countries. Further studies are recommended to include the exclusions and consider a quantitative method to replicate the study in a similar or different setting for a broader understanding of the dynamics around digital strategy adoption in developing nations' business operations.

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**Abstract:**

Information technology (IT) and its use in marketing is radically altering how companies practice marketing. The widespread availability of information and heighten communication abilities are changing the relationships between marketing and information technology. The main goal of this research is to identify the effective factors on the strategic interaction of marketing with information technology in organizations in order to improve the efficiency of information technology investments in the field of marketing. The research is conducted in two stages with a mixed approach. In the first stage, in order to identify and extract factors from the point of view of experts, a qualitative approach and semi-structured interview tools have been used. In the second step, in order to weight and prioritize the factors, the quantitative approach and BWM technique have been used. The statistical population of this research includes all academic experts and experienced senior managers in the field of marketing and information technology. The findings of the research include 5 factors: support of the chief marketing officer, information technology capabilities, communication, skills/manpower and competitive factors. Among factors, Communication is the most important factor and environmental factors are the least important.

**Keywords:** Strategy Interaction, Marketing, Information Technology, BWM Technique.



## Introduction

Due to the widespread growth of information technology in the world, Businesses should use the opportunities of new technologies such as mobile, cloud computing, big data and social networks to maintain their survival (Taylor & Vithayathil, 2018). Information technology is a powerful tool that helps organizations in identifying customer needs, innovating products and services, improving relationships with customers, and improving organizational processes and activities. Advances in technology have increased the ability of companies to collect customer data and have enhanced the roles of chief marketing officers and chief information officers and their interdependence) Sleep & Hulland, 2018). Today, marketing activities are not possible without the help of information technology (Berisha- Namani, 2013) and information technology plays a fundamental role in shaping customer experiences. Digital and virtual marketing with capabilities such as speed, flexibility, interactivity and responsiveness requires a coherent set of marketing strategies and skills to realize the promised benefits (Peterson,2010). Marketing managers should take advantage of technology-based opportunities to interact more effectively with customers in various channels, personalize communications, create data-based insights, and increase productivity (CMO Council,2010). Of course, it should be stated that marketing managers cannot use these opportunities alone, and cooperation with senior information managers is an inevitable necessity (Mingione & Abratt, 2020). The coordination and suitability of information technology with marketing goals will lead to the growth and survival of the organization in a competitive environment) Panda & Rath, 2018).

Despite the growth of marketing investments in the field of information technology and digital marketing, there is still no proper understanding of the relationship and cooperation of senior marketing managers and senior information managers (Sleep &Hulland, 2018) Therefore, the present study deals with the issue of what factors are effective in achieving the strategic interaction of marketing and information technology.

Because of the importance of information technology in the effectiveness of marketing tasks, understanding how to align Information technology investments with marketing goals and strategies are an inevitable necessity therefore, measuring the alignment of information technology and marketing provides a tool to evaluate the effectiveness of information technology investments in marketing (Ramón-Jerónimo & Herrero,2017).

## Research Methodology:

The purpose of this research is identifying the factors influencing the strategic interaction of marketing with information technology in organizations. Therefore, this research based on the purpose is applied research and a mixed method has been used to extract and prioritize the effective factors. In the first stage of the study, a qualitative approach was used to identify the

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factors affecting the strategic interaction of marketing and information technology. Semi-structured interview is one of the qualitative research methods used in this research to collect data. Vatharkar et al. (2018) in their study related to strategic alignment of business and information technology in government organizations, have used qualitative approach (semi-structured interview) as well. The statistical community of the research includes all academic experts and experienced senior managers of marketing and information technology. In the current research, a judgmental purposeful sampling method was used, and the number of samples selected to reach the interview saturation point was 12 people.

To calculate the reliability of the interview, retest reliability and intrasubject agreement method (reliability between two coders) were used. The researchers coded the number of four interviews and the reliability index was 0.84%. In order to analyze the obtained data, thematic analysis method has been used.

In the second stage, in order to determine the weight and importance of identified indicators in the first stage, the BWM method has been used (Rezaei,2016).

For this purpose, a questionnaire based on BWM standard was designed and it was given to 8 experts and experienced senior managers in marketing and information technology. The judgmental purposeful sampling method was used.

### **Best Worst Method (BWM):**

Decision making can be defined as the identification and selection of a solution or a set of alternative solutions based on decision makers' preferences (Jalaliyoon et al, 2019). In most cases, various criteria are involved in the process, so this type of challenge is referred to as multicriteria decision-making problems (Rezaei, 2016). In recent decades, different methods have been developed to solve these problems, and the BWM is one of the most recent. This method was developed by Rezaei (2015), and it has attracted the attention of a growing number of researchers (Govindan et al., 2022). The BWM is an innovative technique that allows decision makers to select the best alternative among a set of options (Rezaei et al., 2016). This method seeks to deal with the complexity of pairwise comparisons and provide results consistent with participants' value preferences (Malek and Desai, 2019). According to Malek and Desai (2019), the BWM can also estimate the weights of the criteria identified for a given problem. Rezaei (2016) divides the BWM application into six steps.

1- Determining the number of evaluation criteria:  $\{c_1, c_2, c_3, \dots, c_n\}$ .

2- The decision makers identify what is in their opinion, the "best" criterion (i.e., the most significant) and the "worst" criterion (i.e., the least significant).

3- When the decision makers express the degree of their preference for the best criterion over all others, using a scale between 1 and 9.  $AB = (a_{B1}, a_{B2}, a_{B3}, \dots, a_{Bn})$ ,

4- Determining the relative importance of all indicators compared to the worst indicator using the opinion of experts  $AW = (a_{1W}, a_{2W}, a_{3W}, \dots, a_{nW})^T$

5- Calculation of optimal weights so that the maximum absolute value of the values

$$\min \max_j \left\{ \left| \frac{w_b}{w_j} - a_{bj} \right|, \left| \frac{w_j}{w_w} - a_{jw} \right| \right\} \quad \sum_j w_j = 1 \quad w_j \geq 0, \text{ for all } j$$

6-The model presented in relation (1) can be converted to the nonlinear model of relation (2)

$$\left| \frac{w_B}{w_j} - a_{Bj} \right| \leq \lambda, \text{ for all } j \quad \left| \frac{w_j}{w_w} - a_{jw} \right| \leq \lambda, \text{ for all } j \quad \sum_j w_j = 1 \quad w_j \geq 0, \text{ for all } j$$

To use this method, first, the pairwise comparison vector of the best index compared to the rest of the indices and the pairwise comparison vector of the rest of the indices compared to the worst index were prepared and provided to the experts. Then, for the sub-indices of each of the main factors, these two pairwise comparison vectors of the best compared to the rest and the rest compared to the worst were prepared. Finally, after calculating the weight of the main indicators and calculating the weight of the sub-indices in each group, the weight of each sub-indicator was multiplied by the weight of the main reference factor and the final weight of the sub-indices was calculated.

To check the results of the research, first, the implemented texts of semi-structured interviews were carefully examined in order to extract the factors affecting the strategic interaction of marketing with information technology in organizations. Then the identified factors were analyzed by the method of theme analysis.

Table1: Factors affecting the interaction of marketing strategy with information technology

Factors	Concepts from the interview
Support of the Chief Marketing Officer	<ul style="list-style-type: none"> <li>• The attitude and commitment of the chief marketing officer in using strategic of information technology</li> <li>• Support the chief marketing officer for the appropriate allocation of marketing to technology</li> </ul>

	<ul style="list-style-type: none"> <li>● Willingness to search for technological solutions to achieve marketing goals</li> </ul>
Information technology capabilities	<ul style="list-style-type: none"> <li>● Using new and advanced technologies in the information technology unit</li> <li>● User-friendliness of digital customer communication channels</li> <li>● Integration of digital marketing channels with other departments of the organization</li> </ul>
Communications	<ul style="list-style-type: none"> <li>● Marketing awareness and understanding of information technology</li> <li>● Involvement of marketing and information technology managers in strategic marketing planning</li> <li>● Strengthening teamwork and cooperation mechanisms between marketing and information technology units</li> </ul>
Skills/Manpower	<ul style="list-style-type: none"> <li>● Developing training programs to enhance understanding of marketing personnel's from the role of information technology</li> <li>● Up-to-dateness and capability of marketing and information technology unit personnel in the field of digital marketing</li> <li>● Recruitment of experienced personnel in the field of digital marketing</li> </ul>
Competitive factors	<ul style="list-style-type: none"> <li>● Exemplary in the use of information technology</li> <li>● Competitors' use of information technology in marketing</li> <li>● The pressure of digital customers in using digital marketing channels</li> </ul>

Then, with a survey of 8 experts, the pairwise comparison vector of the best index compared to the rest of the indices)  $AB()$ , and the pairwise comparison vector of the rest of the indices compared to the worst index )  $Aw()$  were determined. And finally, the weights of the dimensions and sub-indices were calculated. For the pairwise comparison of the following indicators, one of the dimensions is taken as an example.

Table2: Pairwise comparison vector of the senior manager's support sub-index compared to other sub-indexes)

Support of the Chief Marketing Officer	The attitude and commitment of the chief marketing officer in using strategic of information technology	Support the chief marketing officer for the appropriate allocation of marketing to technology	Willingness to search for technological solutions to achieve marketing goals
The attitude and commitment of the chief marketing officer in using strategic of information technology	1	3	4

Table3: The pairwise comparison vector of the chief marketing manager's support indicators relative to ( $AW$ ) the least important sub-index

Support of the Chief Marketing Officer	Willingness to search for technological solutions to achieve marketing goals
The attitude and commitment of the chief marketing officer in using strategic of information technology	4
Support the chief marketing officer for the appropriate allocation of marketing to technology	2.5

Willingness to search for technological solutions to achieve marketing goals	2
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Then, using the information obtained from the weighting section, the weight of each of the indicators, concepts and components was calculated. Table 4 shows these factors along with the obtained weights.

Factors	Indicators	Weight of the relevant factor	Weight of alignment
<b>Support of the chief marketing officer</b>	The attitude and commitment of the chief marketing officer in using strategic of information technology	0.325	0.189
	Support the chief marketing officer for the appropriate allocation of marketing to technology	0.274	
	Willingness to search for technological solutions to achieve marketing goals	0.199	
<b>Information technology capabilities</b>	Using new and advanced technologies in the information technology unit	0.227	0.156
	User-friendliness of digital customer communication channels	0.155	
	Integration of digital marketing channels with other departments of the organization	0.140	
<b>Communications</b>	Marketing awareness and understanding of information technology	0.156	0.227
	Involvement of marketing and information technology managers in strategic marketing planning	0.116	
	Strengthening teamwork and cooperation mechanisms between	0.079	

	marketing and information technology units		
<b>Skills/Manpower</b>	Developing training programs to enhance understanding of marketing personnel from the role of information technology	0.118	0.166
	Up-to-dateness and capability of personnel in the field of marketing and information technology in digital era	0.189	
	Recruitment of experienced personnel in the field of digital marketing	0.312	
<b>Competitive factors</b>	Exemplary in the use of information technology	0.128	
	Competitors' use of information technology in marketing	0.229	
	The pressure of digital customers in using digital marketing channels	0.321	

Research using the BWM technique shows, communication with the weight of 0.227 is the most important criterion. Support of the chief marketing officer is in the second priorities and the third one is skills/ manpower factor. The results of ranking 15 sub-criteria show that the most important sub-criteria “The attitude and commitment of the chief marketing officer in using strategic of information technology” from the aspect of “Support of the chief marketing officer” It is known as the most important sub-criterion.

### Discussion and Conclusion

Although the alignment of marketing and information system has been continuously proposed by the executives and also previous studies on the strategic coordination of marketing and information system show that there is a strong positive relationship between this alignment and organizational performance (Tallon and Pinsonneault, 2011), but organizations have not been successful enough in strategic interaction of marketing and information technology.

In this research, like the study of Ariker et al. (2014), the support of the chief marketing manager has been proposed as an effective factor on the strategic alignment of marketing with information technology. Support from senior marketing executives is often one of the challenges of

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strategically aligning marketing with IT. While the marketing unit is against the general systems and looking for an intermediary between marketing and information technology but information technology is looking for more coordination as long as it is supported by the marketing department. Unfortunately, while the senior managers of marketing and information technology need to coordinate to improve efficiency, due to the lack of trust between these managers the cooperation between them is doomed to failure (Whitler, 2017).

Information technology capabilities refer to the organization's ability to mobilize and deploy information technology-based resources in cooperation with marketing resources and capabilities to improve the company's performance (Chen et al, 2015). The sub-criteria of this factor have also been determined, and the most important sub-criteria includes “Using new and advanced technologies in the information technology unit”, has been stated by (CMO Council, 2010) studies as well.

Communication has been considered as the most important factor and it has been mentioned in the studies of Sleep and Holland (2018) and plays a significant role in the strategic alignment of marketing with information technology. Senior marketing and information technology managers should analyze the data together and find people with leadership and cooperation spirit in order to achieve the desired and credible results (Arikar et al.: 2017).

Skill/manpower is another effective factor on the strategic alignment of marketing and information technology. Due to the unique and different skills of senior marketing and information technology managers among these sub-criteria, the sub-criteria of developing training programs to improve the knowledge of IT employees of marketing processes and developing training programs to improve the understanding of marketing employees of the role of IT in the study of Whitler (2017) has been mentioned.

Competitive/environmental factors are the least important among the extracted factors. It should be stated that these factors are also one of the important factors of strategic alignment of marketing and information technology. Today, marketing unit must move in line with the technological evolution because in the current environment, it is necessary to increase the intensity of competition in the use of information technology (Graver & Segers, 2005). The sub-criteria obtained through interview are factors that should be paid special attention to.



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<p><b>Macndip Tabe Mike Besong (Author)</b>  <i>Tole Tea Cooperative Credit Union</i></p>	<p><b>Management by Objective as an Instrument for Organizational Performance in Micro-finance Institutions in Fako Division - Cameroon.</b></p>
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**Abstract:**

The main aim of this study is to examine Management by Objectives as an instrument for organizational performance with focus on Micro-Finance Institutions in Buea in Fako Division of the South West Region of Cameroon. Management by objectives (MBO) has been advocated as a tool to improve management effectiveness for over twenty-five years. Drucker (1954) first advocated MBO as a systematic approach to setting objectives that would lead to improved organizational performance and employee satisfaction. In the 1990s, Peter Drucker himself decreased the significance of this organisation management method, when he said: “It’s just another tool. It is not the great cure for management inefficiency... Management by Objectives works if you know the objectives, 90% of the time you don’t.” Finally the complete MBO system is to get managers and empowered employees acting to implement and achieve their plans, which automatically achieve those of the organisation.

A multitude of private and Public sector organizations have implemented and continue to implement some form of MBO to enable them archive their organizational goals. The major problem of this study is that management of Micro-Finance Institution in Cameroon lack sufficient techniques to enable them manage effectively, reason why most of them easily wind up a few years after their creation. Small and medium size businesses in Cameroon have often had the difficulty of stating clearly the objective of the business and integrating the objectives of the employees with that of the organization. This has often made the realization of goals almost impossible. Paul Hersey et al (1988) point’s four basic components of the MBO system:- 1) Setting specific goal, 2) setting realistic and acceptable goals, 3) joint participation in goal setting, 4) planning and controlling and Feedback which could help in the proper management of micro finance. The researcher will examine the impact of MBO on the performance of Micro-Finance Co-operative Credit Union Ltd in Buea, Fako Division

bringing into perspective these four basic component of MBO by Paul Hersey. This research paper should be of help to managers of small and medium size organizations who are interested in improving on the quality of output of their organization. Management by objective is a managerial strategy to achieve co-ordinated goals, but it is also a popular management techniques that cuts across several disciplines such as; Business sector, Educational sector, Government, Health care and non-profit organization. The study also seeks to examine the various difficulties managers of small and medium size enterprises face in trying to implement MBO. Data was collected from both primary and secondary sources. The major sources of primary data were direct oral interview and questionnaire to staff of microfinance within Fako division, precisely Buea. The statistical test of proportion (Z-test) was applied in analyzing the data. The major findings of the study were: MBO helps to obtain total commitment of all employees to work together in order to achieve a common goal; that good and prompt salary, promotion as when due, good relationship with management and recognition of achievement improves performance of the workers and by so doing enhances organizational performance when management by objectives is being adopted. In practical terms, the operations of management by objective requires that each manager of a unit draws up their departmental objectives with his subordinates in line with the centrally stipulated corporate objectives and mission.

**Keywords:** MOB; management by objectives; Micro-Finance; modern organisation; systematic approach; goals; organisational performance. small and medium size organizations

**BIOGRAPHY:**

MACNDIP TABE MIKE BESONG was born on the 10<sup>th</sup> of June 1996 at Kembong, South West Region of Cameroon. I hold a B.Sc. in Banking and Finance from the University of Buea, a Graduate Diploma from PAN AFRICAN INSTITUTE FOR WEST AFRICA with Specialization in MANAGEMENT STUDIES. I have over 4 years of working experience in the financial sector as the Assistant Manager of GREAT SOPPO COOPERATIVE CREDIT UNION LTD.

<p><b>Levi Odell (Author)</b>  <i>Sunyani West Municipal Assembly (SWMA)</i></p>	<p><b>Waste to Energy Technology Management, the most sustainable and efficient Waste Management approach towards reducing water and airborne diseases in the Sub-Saharan Africa: Case Study of Cosmopolitan Regions.</b></p>
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**Background:**

The clarion call for Waste to Energy Technology is gaining momentum in Sub-Saharan Africa as it is gradually becoming the surest bet for reducing water and airborne diseases. According to the Alliance of Medical Associations in Sub-Saharan Africa (2018 Medical Report) close to 980,000MT 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. Estimately, 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

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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:** Airborne & Water Diseases, Agricultural waste and Sorted municipal wastes; Clean Energy; Climatic Changes; Logistic Regression, Urban sustainability

<p><b>Joyce Dome (Author)</b>  <i>Berekum West District Assembly (BWDA)</i>  <b>Augustine Boadu (Co-Author)</b>  <i>Sunyani West Municipal Assembly (SWMA)</i></p>	<p><b>Sustainable Livelihood Empowerment Against Poverty – THE CASE STUDY OF KUMASI METROPOLITAN ASSEMBLY, Ghana</b></p>
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Poverty eradication is the by-product of feasible grassroot-driven projects and Programmes targeted at the less endowed and the low income bracket earners (Peter Drucker). The success or otherwise of Government strides against eradicating poverty and by so doing improving livelihood can best be fought through the decentralized system being it small, medium or large depends on the quality of its management and most importantly budgetary allocation from the Ministry of Local Government and Rural Development (Dr. George Ayisi Boateng, 2015). The income parity and deliberate policy to empower local communities not within the Government structure but greater focus on Individuals goes a long way to radically promote affirmative action and Livelihood Empowerment. The Leadership of National Association of Local Authorities of Ghana (NALAG, 2018) has indicated that the strength and forward march of the fight against Poverty and Income Disparity is contingent on giving more attention to Community Empowerment. NALAG goes on to emphasize that Communities in Ghana that have laid down Programmes on Sustainable Poverty Reduction tends with greater women representation tend to experience high growth rate in standard of living. GBS-Africa at the 2nd Edition of the Intra Commonwealth SME Trade Forum held in Nairobi, Kenya dated May 28th-29th, 2019 confirmed that Communities in Africa with sustainable livelihood Programmes targeted at the Youth and women at strategic positions tend to have positive growth rates. Livelihood Empowerment according to the estimate of Tony Ellumelu Foundation (2018) constitutes about 57% of all efforts to eradicate poverty in decentralized regimes– Private and Public Sectors inclusive. This is very encouraging news. To sustain this balance, the Tony Ellumelu Foundation (TEF) is pushing for ‘Africapitalism’ that will see more women Entrepreneurs with focus on Community development sponsored through grant etc. The December 2017 and January 2017 Editions of Forbes Magazine posited that getting more women at decentralized communities to engage in Livelihood Empowerment activities is conscious capitalism driven strategy and a bold policy direction for improving standards of living especially in emerging markets. This has also been strongly supported by the United Nations Conference on Trade and Development (UNCTAD) 2019. It has the Document caption ‘Policy Guide on Women and Youth Entrepreneurship’. The Executive Summary stipulates that once more women and youth accede to the era of Community Entrepreneurialism then the fight for poverty eradication becomes much more futuristic. All indications point to the fact that Livelihood Empowerment against Poverty is the way to achieve growth in Standard of Living at the local level. This can be much achieved if we promote ‘Intrapreneurship and Entrepreneurship’ in the rural communities.

However, youth and women must demonstrate enough readiness, capacity and merit-based competence toward the realization of this noble mission. This Research work authored by my very self with the Technical Support from the Women Department of the Ashanti Regional Coordinating Council-Ghana under the Sustainable Livelihood and Transparent and Local Authorities (SLATLA) Project is geared towards; establishing the actual and latent market



limitations on youth women careers, deliberate policies for corporate affirmative action mostly in the Public Sector, Succession Plan development for Women among others.

**Keywords:** Empowerment; enterprise development; gender parity; management structure, Board level, affirmative action. Federation of Indian SME Association; profitability/bottomline, Intra Commonwealth SME Trade Forum; strategic positions; merit-based competence, Technical Support, Sustainable Livelihood and Transparent and Local Authorities (SLATLA).

<p><b>John Kwame Domi Owusu (Author)</b> <i>Osedeo Enterprise</i></p>	<p><b>Supply Chain Management in Ghana: Current Practices, Challenges, and Opportunities</b></p>
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**Background and Aims:**

Supply chain management is a critical factor for sustainable economic development and industrialization in developing economies like Ghana. This abstract provides an overview of the current state of supply chain management in Ghana, identifies prevailing challenges faced by stakeholders, explores methods used to address these challenges, and suggests potential opportunities for improvement.

**Methods:**

A mixed-methods approach is employed, combining qualitative and quantitative data collection techniques. Qualitative data is gathered through interviews with key stakeholders, including manufacturers, distributors, retailers, and government officials. Quantitative data is collected from industry reports, academic studies, and publicly available data to analyze performance metrics and trends in Ghana's supply chain management.

**Results:**

The findings reveal various challenges in Ghana's supply chain management, including inadequate infrastructure, inefficient transportation systems, lack of real-time tracking technology, and limited access to finance for SMEs. Bureaucratic red tape, corruption, and inconsistent regulatory policies also hinder the supply chain's smooth functioning. Despite these challenges, commendable efforts by certain organizations and the government to enhance supply chain efficiency and transparency are identified.

**Conclusions:**

Effective supply chain management is vital for promoting economic growth, reducing wastage, and enhancing overall competitiveness in Ghana. To address identified challenges, stakeholders must collaborate and develop a comprehensive strategy emphasizing technological advancements, innovation, and knowledge sharing. Integration of modern technologies like

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blockchain, IoT, and data analytics can significantly enhance supply chain transparency, traceability, and efficiency. Policymakers should streamline regulatory processes and implement measures to combat corruption, fostering a conducive environment for businesses to thrive. By capitalizing on existing opportunities and addressing prevailing challenges, Ghana can establish a robust and sustainable supply chain ecosystem, positively impacting its economic development and prosperity.

**Keywords:** supply chain management, Ghana, developing economies, challenges, opportunities, mixed-methods approach, technology integration, transparency, economic growth.

## References

1.1 Government of Ghana Reports: The Ministry of Trade and Industry or other relevant government agencies may have reports on the state of supply chain management in the country.

2.1 Academic Journals: Search for scholarly articles and research papers on supply chain management in Ghana from databases like Google Scholar, JSTOR, or PubMed.

3.1 World Bank: The World Bank often publishes reports and studies related to various aspects of the economy and business environment in Ghana, including supply chain management.

4.1 Ghanaian Business Associations: Organizations like the Association of Ghana Industries (AGI) may provide insights into supply chain practices in the country.

United Nations Conference on Trade and Development (UNCTAD): UNCTAD may have reports and data on trade and logistics in Ghana.

<p><b>Israr Haqqani (Author)</b>  <i>National University of Modern Languages</i>  <b>Abdul Wahab</b>  <i>National University of Modern Languages</i></p>	<p><b>Effect of Workplace Psychological Aggression on Creativity: Role of Creative Self-Efficacy Through Emotional Intelligence</b></p>
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**Abstract**

Abusive Leadership literature has portrayed many adverse effects on Organisations' performance. Predominantly, employees suffer to great extents and usually, these aggressive exchanges are overlooked. Psychological Aggression is a phenomenon when investigated prevails greatly within organisations and is negatively effecting employees' performance by effecting their creative self-efficacy and eventually their creative performance. In light of realising the importance of creativity, studies have called to investigate the effect of psychological aggression in the workplace on employees' creative self-efficacy. Moreover, studies have also called for investigating the effect emotional intelligence has on employees when they are exposed to psychological aggression at the workplace. In our study, we investigate the effect of psychological aggression (PA) on the creativity of the public sector employees of Pakistan's IT sector. Moreover, how creativity self-efficacy (CSE) an important factor for creativity is also effected. The moderating role of emotional intelligence (EI) between the relationship of psychological aggression at workplace and employees' creative self-efficacy is also investigated. A total sample of 400 employees of the public sector IT professionals were surveyed through a questionnaire from Ministry of Information Technology and Telecommunications (MoITT). The results found were in line with our hypothesis. Negative association of PA,CSE and Creativity were found  $\beta_1$  (CSE ← PA= -.417),  $\beta_2$  (CA← PA =-.312) and positive relation between CSE and creativity  $\beta_3$  (CA← CSE = .469). EI was found to have a buffering effect of PA on CSE,  $\beta = .520$ ). Partial Mediation was found between PA and Creativity through CSE. The results show that workplace psychological aggression is prevalent in the IT public sector organisations in Pakistan. Our study aims to help public sector organisations to identify mechanisms that enable creativity within their organisations. Its implications and future recommendations are discussed.

**Keywords:** Workplace Psychological Aggression, Creativity, Creative Self-efficacy, Emotional Intelligence

<p><b>Emmanuel Tetteh (Author)</b>  <i>National University of Modern Languages</i>  <b>Joseph Nii Ayaa Wilson (Co-Author)</b>  <i>Berekum West District Assembly (BWDA)</i></p>	<p><b>Indigenous Entrepreneurship; A tool for eradicating Structural Unemployment and in Decentralized Governance in Rural Communities.</b></p>
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According to the International Labour Organization (ILO), young people in rural communities are three times more likely to be unemployed. It posits that about 70% of the global labour force within the rural communities have no access to formal sector employment. Self-Employment/Entrepreneurship which is an alternative to traditional formal employment pathways is least recognized in most rural settings. Indigenous Entrepreneurship which is a home-grown job creation and self-employment avenue is considered the most sustainable and surest guarantee for improving the bizarre youth unemployment and endemic rural poverty situation. This entails using appropriate local skills and technology to solving the very basic social challenges. Countries like Rwanda, Ghana, Mauritius and Botswana are living testimonies to this. The United Nations Conference on Trade & Development 2018 (UNCTAD) report on rural unemployment sees indigenous entrepreneurship as a panacea to the canker of rural unemployment and endemic poverty. To sustain this approach calls for Targeted Policy Direction & Advocacy, Trade Growth & Business Development, Mentorship and Sustainable Funding Source for Indigenous Entrepreneurship. This approach must focus on Youth Entrepreneurship, Women Entrepreneurship and promoting Intrapreneurship for Persons Living with Disabilities. These are the main actors affected by the ropes of unemployment and rural poverty & joblessness. Whilst Governments sign onto International Trade Pacts like African Free Trade Continental Agreement (AFCTA), conscious efforts must be made to build and scale up the capacities of Indigenous Entrepreneurs in key sectors like Agribusiness, Climate Change Management, Education, Health, Security and Transportation. Concessions in terms of quota purchase can be allocated to inspire budding youth and women entrepreneurs in the above key sectors. The greater focus should go into agribusiness since any nations that produces what it eats has the capacity to diversify into any other sector. This research work is geared towards enhancing rural employment and poverty reduction through indigenous entrepreneurship. The focus is on Youth, Women and Disability-led Entrepreneurship. The Research intends to evaluate how indigenous entrepreneurship can economically improve decentralized political regimes through revenue mobilization, royalty/tax enhancement, and job & wealth creation.

**Keywords:** Self-Employment;; endemic rural poverty; traditional formal employment pathways; home-grown job creation; United Nations Conference on Trade & Development; Trade Pacts; African Free Trade Continental Agreement (AFCTA); Women Entrepreneurship; Intrapreneurship for Persons Living with Disabilities; Targeted Policy Direction & Advocacy; Trade Growth & Business Development, Mentorship, Sustainable Funding; Disability-led Entrepreneurship; revenue mobilization; royalty/tax enhancement, and job & wealth creation.

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<p><b>Benjamin Nana Ofosuapea Sakyi (Author)</b>  <i>Berekum West District Assembly (BWDA)</i>  <b>Michael Gyan (Author)</b>  <i>Sunyani West Municipal Assembly (SWMA)</i></p>	<p><b>Use of Drone Technology, the most sustainable and efficient way to monitor and improve Climatic Conditions in the Peri-Urban and Rural Communities of Africa.</b></p>
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**Background:**

Drone Technology makes it possible to deliver essential services and also monitor far reaching social-economic activities that have the potential to affect the activities of humanity in diverse ways. These activities have the ability to reach humanity who require immediate attention within minutes, which in some cases could mean the difference between life and death. Drone use for commercial purposes has gotten much press of late due to Amazon announcing it intends to use drones to deliver packages to customers. This is a very intriguing and transformational idea with many intended and unintended consequences. The future use of drones in many endeavors is very thought provoking. How can the industry best use this technology to improve safety and service delivery? Well for starters, drones already have been trialed to deliver food aid and medical supplies to areas hit by disaster, such as Haiti, by a startup called Matternet. Climate Change is influenced by human induced activities and this in recent times have resulted in global trend of changes ranging from Global Warming, Tidal and Rise in sea levels, Unfavorable wealth conditions, depletion in forestry among others. Drones Technology if properly utilized according to the Ghana Meteorological Agency help provide more reliable weather updates and monitor unacceptable human activities with far reaching negative consequences. In the future, small indoor drones could deliver accurate updates on activities of Communities. This would lead to more monitored human activities which could have dire consequences on the climate. Meteorological Agencies are incapacitated because relying on the traditional method of predicting the weather and monitoring trends in the climatic changes has proven to be unreliable. Drones Technology as a medium to monitor and improve weather conditions is timelier and more welcome by many weather forecasters. The future will see more controlled and monitored that will hitherto have gone unnoticed. For many conditions, drone technology may make it easier and safer to provide reliable feedback. This technology may allow more Communities to be extra vigilant as the surveillance from drone technologies can never be disputed, which provide an undisputable evidence for any prosecution. Meteorological organizations/agencies already are deploying mobile technology to solve some of the problems in the industry today. Mobile devices, wearable tech, remote monitoring, telemedicine and information sharing platforms all are transforming healthcare. Likely in the foreseeable future, drones, robots and artificial intelligence will assume many tasks in healthcare that are performed by humans, to reduce variability, cost and error.

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**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 Drone 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 13% of Meteorological budgets of most Governments in the Sub-Saharan Africa goes into monitoring human-induced activities. This implies that adopting the needful technologies in monitoring will end not only creating wealth but undeniably create a more controlled weather activities by humanity in the 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: Drones Technology must be embraced by many Sub-Saharan African Countries not only as a surveillance tool but riding our Cosmopolitan areas of needless human-induced activities that has the potential of negatively affecting the weather pattern. This has impact on urban sustainability.

**Keywords:** Drone Technology; Human induced activities; Sorted municipal wastes; Clean Energy; Climatic Changes; Logistic Regression, Urban sustainability.



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**Employee Engagement Practices and the  
Impact of Family Friendly Initiatives on  
Indian Corporate Sector**

**Abstract**

This study has been carried out to measure the impact of their engagement initiatives on overall business performance. The study is on an emerging area of Human Resource Management. The Study is based on the Secondary and primary sources of data. The research found that while most leaders understand the importance of engagement, three-quarters of those surveyed said that most employees in their organizations are not highly engaged. A significant gap showed up in the views of executive managers and middle managers in this area. Top executives seemed much more optimistic about the levels of employee engagement in their company, making them seem out of touch with middle management's sense of their frontline workers' engagement. The survey found that many companies find it challenging to measure engagement and tie its impact to financial results: fewer than 50 percent of companies said that they are effectively measuring employee engagement against business performance metrics such as customer satisfaction or increased market share.

**Key Words:** Employee Engagement, Family Friendly Initiatives, Indian, Corporate Sector, Human Resource Management

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### Introduction

The construct ‘employee engagement’ is new in the field of HRM and is widely researched and practiced by the practitioners and researchers especially in the last decade. Since it is directly related to the performance of organizations and wellbeing of employees therefore it is a topic of interest of all professionals and businessmen. Second construct ‘Work-life balance’ is a topic of Gen X, Gen Y, researchers and corporate world .

Employee engagement has become a top business priority for senior executives. In this rapid cycle economy, business leaders know that having a high-performing workforce is essential for growth and survival. They recognize that a highly engaged workforce can increase innovation, productivity, and bottom-line performance while reducing costs related to hiring and retention in highly competitive talent markets. But while most executives see a clear need to improve employee engagement, many have yet to develop tangible ways to measure and tackle this goal. However, a growing group of best-in-class companies says they are gaining competitive advantage through establishing metrics and practices to effectively quantify and improve the impact of their engagement initiatives on overall business performance. The research found that while most leaders understand the importance of engagement, three-quarters of those surveyed said that most employees in their organizations are not highly engaged. A significant gap showed up in the views of executive managers and middle managers in this area. Top executives seemed much more optimistic about the levels of employee engagement in their company, making them seem out of touch with middle management’s sense of their frontline workers’ engagement. The survey found that many companies find it challenging to measure engagement and tie its impact to financial results: fewer than 50 percent of companies said that they are effectively measuring employee engagement against business performance metrics such as customer satisfaction or increased market share. But one group of companies—called “high prioritizers” in the study because they saw engagement as an extremely important priority—are effectively using metrics and shared some best practices for tying engagement to business performance.

**Objectives and Methodology:** In the current study we have analyzed the relationship of family-friendly initiatives on employees’ engagement in Indian context; the availability of these

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initiatives; factor that stop employee to avail these initiatives and relation of employee engagement with organization commitment.

In this study we surveyed 400 employees at corporate sector from Punjab, Chandigarh, Himachal Pradesh and Haryana with Systematic Random Sampling. To analyse Employees Engagement UWES 17 (Utrecht Work Engagement Scale) developed by Wilmar B. Schaufeli is used. And

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for Employees Commitment, OCS (Organizational Commitment Scale) developed by Balfour and Wechsler is used. Data analyzed with the help of Percentage Distribution Tables, Chi Square Test of Homogeneity, Karl Pearson Correlation, Mann Whitney Test – 2 groups, Kruskal Wallis Test – 3 or more Groups.

It has been found that there is need to add formal friendly initiatives in the organizations to enhance the engagement and commitment level of employees.

### **Analysis and Results**

While there is still much work to be done to improve employee engagement, some common practices and cultural norms emerged from this study. Business objectives and strategy were clearly communicated via multiple channels and reinforced by line managers; performance metrics were clearly tied to business goals; benchmarking was widely used both inside and outside companies and industries; employees were given a fair degree of responsibility and asked to work creatively to solve problems; formal recognition programs were in place to reward top performance; and there was a decent amount of autonomy, where many decisions could be made

on the individual team level versus at headquarters. The most common measurements best-practice companies are using to connect engagement to business performance were those that

tied customer metrics with engagement metrics

Analysis of the Formal Family Friendly Initiatives Practiced in the Selected Organizations.

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In the research study the first objective was to study and analyze the formal friendly practices in the organizations. Practices like providing suitable maternity and paternity leaves to employees in time of need are being well appreciated by the employees all surveyed along with their opinion

that their company does have proper HR policy. On some of the issues which are beyond the working culture like providing special leaves in case of other emergencies and rearranging the duties of employees in case of his personnel problems, there were mixtures of response available from the respondents as they were not sure to which direction they shall answers.

On issue like my organization does not care for people working in it, that we have the crèche for the working mothers in the company, that our company provides part time jobs facility to the employees if they apply for this, that there is provision for telecommunicating or work from home

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in our organization and that we can choose starting and quitting time within some range of hours, the respondents surveyed were on the negative frame as they were majorly disagreed. Also it was further evaluated that there was significant opposite relationship existences between the age and on job experiences of the employees with the scores of the formal friendly practices. Thus it concludes that younger employees in terms of age and experiences scores high on formal friendly practices in comparison to the matured ones. Otherwise the response pattern of the males and females was almost similar.

#### Analysis of the Informal Family Friendly Initiatives Practiced in the Selected Organizations

In the research study the second objective was to study the informal friendly practices in organizations and it was found that on some issues regarding human values i.e. that my colleagues are sympathetic and helpful for my family problems; they adjust/ share my duties if required, that my manager accommodates me when I have family or personal work to take care of, that i feel comfortable bringing up personal or family issues with my superior or manager, the respondents were very positive.

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On one of the issue i.e. in my company, the employees who put their family or personal needs ahead of their job are not looked favorably, there was confusion among the employee's reactions. On issue like employees where I work are often expected to take work home during non-working hrs/ or days, that there is an unwritten rule at my work place that you cannot take care of family needs on company time, if I have small family engagement, my boss and colleagues do not adjust my duties, majorly the respondents surveyed were on disagreed range. Also it was further evaluated that there was no significant relationship exists between the age and on job experiences of the employees with the scores of the informal friendly practices and also the response pattern of the males and females was almost similar.

#### Analysis of the Employees Engagement Factors Practiced in the Selected Organizations.

In research study this was the third objective which analyzes the relationship of the employees engagement factors with the formal and informal friendly practices in the organizations. Since the employee engagement factor was sub divided into three parts i.e. vigor, dedication and absorption, correlation analysis was performed and the results stated that there was significant positive relationship exists between the employee engagement factors and formal practices in the organization i.e. more the employee is taking initiatives in formal practices more he will have employee engagement in organizations.

On the other way round there was no relationship established between the employee engagement

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factors and informal practices in the organizations. Thus informal practices have no impact over the employee's engagement in organization. Moreover it was also evaluated that there was no impact of age and on job experiences of employee over his engagement in the organizations. It is also found that engagement level (Vigor, dedication and Absorption) of male and female employees are all about same.

There was no significant difference was recorded among the response pattern of the respondents regarding employee engagement factor 'Vigor', categorized according to their education qualification. But there was significant difference was recorded among the response pattern of the respondents to their level in organization and type of industry.

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There was no significant difference was recorded among the response pattern of the respondents regarding employee engagement factor 'Dedication', categorized according to their departments. But there was significant difference was recorded among the response pattern of the respondents to their qualification, level in organization and type of industry.

There was no significant difference was recorded among the response pattern of the respondents regarding employee engagement factor 'Absorption', categorized according to their level in organization, qualification, type of industry and department.

#### Analysis of the Attitude of the Employees regarding Family Friendly Initiatives Practiced in the Selected Organizations

In research study this was the fourth objective to analyze the attitude of the employees and also its relationship with the family friendly practices in organizations.

On few issues regarding the attitude of the employees i.e. that work-life balance can be maintained with flexible work schedules policies, if company provides policies and practices to balance work and life stress, the employees will be more committed to their jobs and family friendly environment of the organization has good impact on employees' performance, we should have policies for telecommunicating or work from home, that I have good work – life balance, the respondents were on the agreed frame. On issue like only strictness and hard behavior can bring good results, that there will be no benefit to my company for providing family

- friendly initiatives, that to provide family-friendly initiatives in the organization is wastage of time and money, the respondents were on disagreed frame.

The results also stated that there was significant positive relationship exists between the employee engagement factors and the attitude of the employees i.e. more the employee's attitude is positive more will be his engagement in the organization.

On issues like that work-life balance can be maintained with flexible work schedules policies, if

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company provides policies and practices to balance work and life stress, the employees will be more committed to their jobs, family friendly environment of the organization has good impact

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on employees' performance and we should have policies for telecommunicating or work from home the range of the response level was on the agreed frame of the response scale i.e. 5.35 – 6.30 which is highest. It means majority of employees consider that family friendly initiatives can enhance employee engagement.

Similarly, regarding the formal and informal practices in the organization it was also significantly related with the attitude of the employee in the positive manner but with the age and on job experiences of employee there is no relationship exists.

### **Conclusions and Suggestions**

Only 45.4% of the respondents surveyed were found to be on agreed frame regarding the issue that we can use sick or special leaves for elder care or child care. Few companies in India and many of developed countries are providing leaves for caring kids and elderly parents. So it is suggested that leave rules should be made in such manner so that it can decrease the interface of work and life.

For the issue that my company provides suitable paternity leaves if required, 58.7% of the respondents were on the agreed frame. It means more than 40 percent employees are either not getting this leave or not satisfied with what they are getting. So, in the present scenario of nuclear families and dual earning parents this leave is required.

On the issue that we have the crèche for the working mothers in the company, 75.9% of the respondents surveyed were on disagreed frame. It means majority of organizations should not follow the labor law instructions and there is no arrangement for the working mothers; which is required.

Again 71.0% of the respondents surveyed were disagreed on another issue that there is provision for telecommunicating or work from home in our organization. Keeping in view the type and nature of job the organizations should encourage telecommunication systems.

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On issue like my organization does not care for people working in it, that our company provides part time jobs facility to the employees if they apply for this, that there is provision for telecommunicating or work from home in our organization and that we can choose starting and quitting time within some range of hours, the respondents surveyed were on the negative frame as they were majorly disagreed. It has been proved that these entire factors decrease the work-life

interface. So, for the engagement of employees policies and practices should be made accordingly.

Also it was further found that there was significant opposite relationship existences between the age and on job experiences of the employees with the scores of the formal friendly practices. Thus it concludes that younger employees in terms of age and experiences scores high on formal friendly practices in comparison to the matured ones both in the case of male and female. It shows that elderly employees are not satisfied with formal initiatives, hence require attentions.

On analysis of informal family friendly initiatives it is found that there is good rapport between colleagues and superiors. The organizations should strive to maintain it to channelize positive synergy from these initiatives and culture.

On other hand 50.4% of the respondents surveyed were found to be on agreed frame regarding the issue that in my company, the employees who put their family or personal needs ahead of their job are not looked favorably. There is need to change this perception of employees and attitude of management. If the employees feel that they are cared only then we can engage them. As per study Formal Friendly Initiatives practiced in the organization has positive impact on Employees' Engagement (ie. Vigor, Dedication and Absorption). It means that HR policies and practices which are supporting employees to balance their work life balance are more important to enhance employee engagement than informal initiatives. Such policies and practices should be framed and practiced.

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On analysis of attitude of employees regarding family friendly initiatives it is found that majority of employees are in favor these initiatives. Highest ranking is given to the issues that employee engagement can be enhanced with family friendly initiatives. So it is suggested that companies should include these initiatives in their policy.

Since the correlation analysis of overall score of Organizational Commitment with Formal and Informal Family Friendly Initiatives Practiced in the Selected Organizations and Employees Engagement Factors was also positive, which stated that there was impact of the organizational commitment of the respondent over his formal & informal family friendly initiatives and Employee Engagement therefore it is suggested that to gain commitment of employees we should work for their engagement.

### **Agenda for Further Research**

As we know that Indian economy is growing at good pace, but the other side of the coin is that work pressure, stress of commuting, competition and better quality of life is increasing. Work-life balance, organization commitment and employee enragement is decreeing.

In the present scenario there is ample scope for further research in this field. Most of the Indian research in the field of employee engagement is survey of a particular organization. We can analyze the antecedents, impact and relation of this construct with other related or opposite constructs. Second issue is the work-life balance of employees is a matter of concern. There is lot of scope to analyse the status, reasons, relations and impact of this construct in Indian scenario.



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**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. Estimatively, 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.