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Skill Acquisition and Economic Development of Nigeria

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Abstract

This paper examined the correlation between skill acquisition and economic development of Nigeria. It was centered on technical and vocational skills acquisition and employment generation and entrepreneurship skills acquisition and wealth creation. The present study adopted the design of a conceptual review and relied on relevant scholarly studies retrieved from online academic repositories. Qualitative content analysis and thematic synthesis were employed to integrate conceptual, theoretical and empirical evidence. The theoretical basis for explaining how investments in education, training and practical competencies improve employability, productivity, income and economic contribution was provided by Human Capital Theory. The review found that the acquisition of technical and vocational skills generally facilitates employment generation by equipping individuals with practical, occupational and industry relevant competencies required for wage employment, self-employment and enterprise-based job creation. It also found that acquisition of entrepreneurship skills promotes wealth creation through strengthening opportunity recognition, business planning, financial management, innovation, risk management and enterprise sustainability. But the review found that the acquisition of skills does not necessarily lead to employment or wealth creation. Its effectiveness is limited by outdated curricula, poor training facilities, poor industry collaboration, limited exposure to the workplace, limited access to finance, weak market linkages and poor post-training support. The paper found that skill acquisition played a significant role in Nigeria's economic development when the training is relevant, practical and supported by an enabling institutional and business environment. It called for regular review of the curriculum, better training facilities, compulsory apprenticeship, greater collaboration with the private sector, business incubation, mentorship and accessible start-up finance for the beneficiaries.

Keywords: Technical and Vocational Skills, Skill Acquisition, Economic Development, Employment Generation, Entrepreneurship Skills, Wealth Creation.

1.0 Introduction

Sustainable economic development is still one of the main priorities of the developed and developing nations. Economic development means more than just an increase in national income. It also means better job opportunities, higher productivity, more entrepreneurship, more wealth, less poverty and an improvement in the quality of life of citizens. The achievement of these is highly dependent on the quality of a nation's human capital as no economy can achieve sustainable development without a workforce equipped with the knowledge, competencies and practical skills required to drive production, innovation and enterprise development. Therefore, many countries have come to realize that skill acquisition is an increasingly important strategy for building human capital and accelerating economic transformation. Governments and development institutions no longer depend on formal education alone, but on practical, vocational, and entrepreneurial skills that enable people to contribute productively to economic activities and to adjust to the changing demands of the labour market (Ezenwakwelu et al., 2022; Adanlawo et al., 2023). Skill acquisition is a process whereby individuals develop practical knowledge, technical competence and behavioural capabilities to enable them to perform specific tasks effectively through

training, practice and experience. It is a continuous learning process, equipping individuals with the competences for productive employment, entrepreneurship and lifelong adaptation to technological and economic changes. Ezenwakwelu et al. (2022) argue that skill acquisition brings about employment generation, productivity, communication and managerial competence, improved financial management and effective decision-making. Adanlawo et al. (2023) also conceptualize skill acquisition as organized training that provides individuals with the intellectual, technical and entrepreneurial capacities needed for self-reliance and sustainable livelihoods. These views suggest that the acquisition of skills is not only an educational activity but a strategic investment in human capital which can bring about improvements in individual and national development.

The growing importance of skill acquisition is closely connected with its capacity to promote economic development. From an economic point of view, practical skills contribute to improving the productivity of labour, to the creation of enterprises and to the better use of resources. From the social point of view, practical skills empower the individual, stimulate innovation and develop self-confidence. Entrepreneurship and vocational skills are particularly important in developing economies, where the need for formal employment far exceeds the opportunities available. Skilled people through the establishment of small and medium sized enterprises create jobs for themselves and others, expand productive activities and contribute to income generation and national output. The process of acquiring skills stimulates markets by encouraging the establishment of small businesses, promotes self-employment and alleviation of poverty, thus contributing significantly to the economic development (Adanlawo et al., 2023). Similarly, Ezenwakwelu et al. (2022) maintained that the development of job-related skills remains central to increasing productivity, improving living standards, and achieving sustainable economic growth. The importance of skill acquisition has become more and more pronounced in Nigeria because of persistent unemployment, under-employment and the increasing mismatch between educational qualifications and the requirements of the labour market. While the number of graduates produced annually is on the rise, many young people lack the practical competencies required by industries or the entrepreneurial skills needed for self-employment. This has raised concern over the country's capacity to tap its youthful population to undertake productive economic activities. To tackle this challenge, successive governments have put in place programs and institutions such as the National Directorate of Employment (NDE), the Industrial Training Fund (ITF) and Skills Acquisition and Entrepreneurship Development (SAED) initiatives to provide vocational, technical and entrepreneurial training capable of promoting employment generation and economic participation (Hamzat et al., 2024; Usman et al., 2026).

These interventions have increased the opportunities for skills development but the literature suggests that the contribution of skill acquisition to Nigeria's economic development depends not only on the availability of training programs but also on the relevance, quality and practical applicability of the acquired skills. There is a growing talk on the need for industry-aligned curricula, efficient training facilities, post-training support, entrepreneurship financing and stronger collaboration between training institutions and the private sector to harness the developmental benefits of skill acquisition (Usman et al., 2026). Similarly, Hamzat et al. (2024) argued that vocational and entrepreneurship programs should equip beneficiaries with functional and marketable skills that could promote self-reliance, enterprise development and productive engagement in the economy. These views underpin the idea that the best way to acquire skills is to develop competencies that are consistent with emerging

economic opportunities and technological advancement. Despite general recognition of the importance of skill acquisition, academic debates are still ongoing regarding the way in which different types of skills contribute to various dimensions of economic development. Some of the key developmental outcomes related to effective skills development include employment generation, entrepreneurship development, productivity improvement, poverty reduction, wealth creation and economic growth as highlighted in existing literature (Ezenwakwelu et al., 2022; Adanlawo et al., 2023; Usman et al., 2026). But these relationships are often discussed from different conceptual perspectives, reflecting the multidimensional nature of both skill acquisition and economic development. Hence, there is a need to review the existing literature in an effort to give a better conceptual knowledge of how skill acquisition affects Nigeria's economic development. Such a review is expected to add to the existing literature and to clarify the conceptual linkages between the two constructs of study.

Skill acquisition is a widely recognized driver of economic development as it equips individuals with practical competencies necessary for productive employment, entrepreneurship, innovation and wealth generation. An economy with a highly skilled workforce should ideally experience growth in labour productivity, expansion in business activities, reduction in unemployment, improvement in household incomes and sustainable economic growth. Technical, Vocational, Entrepreneurial and Managerial skills are expected to make individuals self-reliant, establish enterprises, generate employment opportunities and contribute meaningfully to national development. Hence, many governments including Nigeria's have embraced skill acquisition as a strategic tool for advancing inclusive economic development and poverty reduction (Ezenwakwelu et al., 2022; Adanlawo et al., 2023). Notwithstanding the increased focus on skill acquisition, Nigeria continues to face persistent unemployment, underemployment, low labour productivity, widespread poverty and slow economic transformation. Many programs have been established through the institutions such as National Directorate of Employment (NDE), Industrial Training Fund (ITF) and Skills Acquisition and Entrepreneurship Development (SAED) but the expected contribution of skill acquisition to national economic development has not been fully realized. Existing literature indicates that many training programs suffer from poor facilities, weak industry collaboration, limited access to start-up finance, poor post-training support and poor match of skills acquired to labour market needs. These challenges impede the beneficiaries' ability to translate acquired competencies into productive employment, sustainable enterprises, and broader economic benefits (Hamzat et al., 2024; Usman et al., 2026).

The contribution of skill acquisition to economic development is well recognized by scholars but the literature conceptualizes this association from different perspectives. Some studies emphasize the generation of employment, while others focus on the development of entrepreneurship, enhancement of productivity, reduction of poverty, creation of wealth or economic growth as the main developmental outcomes of skills development. Similarly, skill acquisition has been conceptualized in different dimensions, such as vocational, technical, entrepreneurial, managerial and digital skills. It is hard to understand clearly the pathways through which different forms of skill acquisition contribute to different dimensions of economic development in Nigeria because there is no common conceptual perspective. It is against such a background that a comprehensive conceptual review becomes due. The review will clarify the major concepts by examining existing scholarly perspectives on skill acquisition and economic development, explain their conceptual relationships and provide a coherent understanding that can guide researchers, policymakers and practitioners in designing

more effective skills development initiatives for sustainable economic development in Nigeria.

The main objective of this study is to examine the relationship between skill acquisition and economic development in Nigeria. Specifically, the study aims to:

Examine the relationship between technical and vocational skills acquisition and job creation in Nigeria.

To establish the relationship between entrepreneurship skills acquisition and wealth creation in Nigeria.

2.0 Related Literature Review

2.1 Review of Conceptual

2.1.1 Skill Acquisition

Skill acquisition, as defined by Ezenwakwelu et al. (2022), is the ability to learn or acquire practical abilities through training and experience that enable individuals to perform specific tasks efficiently and without conscious dependence on procedural techniques. The authors further explain that skill acquisition creates employment, increases productivity, improves financial management, communication and strategic planning abilities and leads to effective decision making. In the same vein, Adanlawo et al. (2023) conceptualized skill acquisition as a systematic training through which individuals acquire knowledge, practical skills and relevant behavioural competencies required for self-sustenance and productive engagement. They stress that skills acquisition is not only about learning technical procedures but also about acquiring positive attitudes and intellectual capacity that equip people for entrepreneurship and lifelong employability. Hamzat et al. (2024) defined skill acquisition as a training to equip individuals with functional and marketable skills that can promote self-reliance and entrepreneurship. Skill acquisition is explained by Usman et al. (2026) as engagement in structured training programs which develop practical competencies, industrial relevance and productivity through vocational and entrepreneurial education. Their perspective broadens the idea from technical competence to industry alignment, employability and enterprise development. These perspectives together indicate that skill acquisition is a multidimensional concept encompassing practical learning, technical capability, entrepreneurship and continuous human capital development that enhances the individuals' ability to participate effectively in productive economic activities.

2.1.1.1 Technical and Vocational Skills Training

Technical and vocational skill acquisition is one of the most important dimensions of skill development. It equips the individual with practical competency that is required for productive employment, entrepreneurship and industrial participation. Technical and vocational skills acquisition, unlike the traditional academic education that focuses on theoretical knowledge, is about the development of occupational competencies through practical training, apprenticeship, demonstration, repeated practice and workplace experience. Its main aim is to train people who will have the technical competence necessary for efficiently carrying out specialised tasks and making direct contributions to economic production. With technological advancement and industrialisation constantly changing labour markets around the world, technical and vocational education has progressively become a vital strategy to reduce unemployment, enhance productivity and increase national competitiveness (Hamzat et al., 2024).

Likewise, Adanlawo et al. (2023) define technical skills as specialised competencies that enable individuals to perform specific occupational tasks by using established methods, procedures and techniques. Ezenwakwelu et al. (2022) also agreed that it is

the practical training that lays the foundation for effective skill acquisition as competence is developed through continuous learning, repeated practice and experience. The authors describe how people move from understanding technical procedures to performing them effectively through structured training and continuous refinement. This progression builds confidence, increases productivity and improves problem solving skills in practical problems encountered in the workplaces and business environments. Thus, technical competence is an important factor in determining labour efficiency and organisational performance.

2.1.1.2 Entrepreneurial Skills Development

Adanlawo et al (2023) opined that the process of acquiring entrepreneurship skills is the organized training for the development of the knowledge, technical competence, managerial ability and behavioural attributes needed for productive self-employment and the creation of enterprises. According to the authors, entrepreneurship education provides students with technical, human and conceptual skills that allow them to change resources available into goods and services that can meet social needs and generate income. They further contend that entrepreneurship skills enhance creativity, stimulate innovation and equip individuals to successfully adapt to evolving economic conditions, thus contributing to sustainable economic development.

Likewise, Hamzat et al. (2024) describe entrepreneurship as an essential part of the intervention programs of the National Directorate of Employment. The Directorate's Small Scale Enterprises Program aims to foster entrepreneurial values, creativity and self-reliance among unemployed graduates and other interested persons. The program provides business development training, enterprise support and access to financial assistance to enable beneficiaries to start businesses that can create jobs for themselves and others. The authors thus see the development of entrepreneurship skills as an effective way to promote self-employment, reduce unemployment and improve socio-economic development.

Ezenwakwelu et al. (2022) also underscore entrepreneurship skills as major contributors to economic growth through enhanced productivity, better decision-making, better financial management and improved strategic planning. The authors state that entrepreneurship training promotes people to achieve economic independence by acquiring skills that improve their ability to recognize opportunities, manage business risks and utilise resources efficiently. Such competencies not only boost the productivity of individuals but also contribute to the wider national economic growth through the increased creation of enterprises and wealth.

2.1.2 Economic Development

Economic development is a multidimensional concept which goes beyond increases in national income or output and encompasses sustained improvements in the economic and social well-being of the population of a country. Economic development is not the same as economic growth, which is primarily concerned with the growth of gross domestic product (GDP). Economic development involves qualitative changes in the structure of an economy such as creation of employment, reduction of poverty, creation of wealth, improved productivity, increased living standards and improved institutional capacity. As such, modern literature on development considers economic development as a universal process of mobilisation of economic resources that effectively enhances the quality of life of the citizens and guarantees the sustainable advancement of the nation. This broad perspective accounts for the increasing focus of governments on investments in education, skills development, entrepreneurship and innovation as essential components of national development strategies (Ezenwakwelu et al., 2022).

The notion has been elaborated from different academic perspectives. Ezenwakwelu et al. (2022) defined economic growth as an increase in the production of goods and services over time, and is usually measured using Gross Domestic Product (GDP) or Gross National Product (GNP). The authors argue, however, that sustainable economic development requires more than increases in output, it requires improvements in employment opportunities, productivity and citizens' welfare. They also argue that human capital building through skills acquisition is a key driver of economic prosperity because skilled people are better able to engage in productive economic activities, establishing businesses and raising national productivity. Therefore, economic development is the sum total of investments made in the productive capacity of people and institutions.

Also, Adanlawo et al. (2023) conceptualise economic development as a process of structural transformation of economies via entrepreneurship, innovation and productive human capital. The authors noted that the acquisition of entrepreneurship skills aids economic development through the stimulation of markets, the establishment of small and medium enterprises, employment creation and poverty alleviation. They also argue that economic development is reflected in an increase in the number of businesses, an improvement in household income, and an increase in self-reliance and sustainable livelihoods. From this point of view, development is the process in which people have necessary skills to use the available resources efficiently and produce economic value for themselves and their society.

2.1.2.1 Generation of employment

The creation of jobs is generally considered as one of the most important indicators of economic development, a reflection of the capacity of an economy to generate productive opportunities for its labour force. It is not just a matter of providing jobs but also of income generation, reduction in poverty, improvement in living standards and sustainable economic growth. In developing economies like Nigeria, where unemployment and underemployment still remain major socio-economic challenges, employment generation has become a major policy objective of government interventions especially those that focus on entrepreneurship development, vocational education and skills acquisition. Hence, employment creation is increasingly a result of successful human capital development and a catalyst for wider economic transformation (Usman et al., 2026).

The concept of employment generation has been defined from various perspectives in the literature. Employment generation is the capacity of skills acquisition programs to equip individuals with competencies that enable them to secure wage employment, establish businesses and create additional employment opportunities for others (Usman et al., 2026). The authors note that employment generation is not limited to the provision of paid jobs, but also involves entrepreneurial activities that increase labour absorption in the public and private sectors. They also argue that the ability to generate employment is dependent on the relevance of skills acquired, quality of training received and how far training programs are aligned to the needs of the labour market. This view underscores that employment creation is a dynamic process in which the development of human capital directly contributes to the national economic productivity.

2.1.2.2 Wealth Creation

Wealth creation is an important indicator of economic development since it reflects the ability of individuals, enterprises and nations to generate sustainable income, accumulate productive assets and improve their standard of living through productive economic activities. Wealth is not the same thing as income. Income is how much you

earn over a time period. Wealth is the accumulation of valuable resources, financial assets, business investments and productive capital that enhances long-term economic security and prosperity. In the current development discourse, wealth creation is increasingly associated with entrepreneurship, innovation, productive employment and human capital development. Skill acquisition has therefore become a vital mechanism for promoting wealth creation as it equips individuals with the competencies needed to start businesses, increase productivity and exploit available economic opportunities (Ezenwakwelu et al., 2022).

Likewise Adanlawo et al. (2023) associate entrepreneurship skills acquisition with wealth creation. The authors claim that entrepreneurship training equips people to start their own small businesses, use resources at their disposal effectively and become economically self-sufficient. The authors contend that entrepreneurial competencies enable individuals to turn business ideas into profitable businesses which generate wealth for the business owners and, at the same time, generate employment for others. They add that entrepreneurship contributes to expanding market size, drives innovation and promotes the development of enterprises, thus increasing the wealth of individuals and the nation. Hence, wealth creation is considered as one of the most important socio-economic benefits of successful entrepreneurship education and skills development programs.

2.1.3 The Nexus between Technical and Vocational Skills Acquisition and Employment Generation

The conceptual connection between the development of technical and vocational skills and employment creation is that it equips people with practical, occupational and industry-specific skills that enable them to participate productively in the labour market. Unlike general education, which may emphasize theoretical knowledge, technical and vocational training focuses on the ability to perform specific tasks, operate equipment, produce goods, provide services and solve practical problems in the workplace. Such skills narrow the gap between trainees' skills and the skills required by employers, and thus improve their employability. They also provide a base for self-employment where there are few opportunities for formal wage employment. The acquisition of technical and vocational skills is particularly significant in Nigeria, as the formal labour market cannot absorb the ever-increasing number of school leavers and graduates seeking for jobs. The National Directorate of Employment's Vocational Skills Development Program was developed to provide unemployed persons with productive, functional and marketable skills. Beneficiaries are expected to create enterprises, attain paid employment or enhance their ability to provide marketable services through apprenticeship, vocational training, resettlement assistance and business mentoring. Similarly, the School-to-Work Training Scheme trains young people in vocational occupations with income-generating capacity. The Artisan Resettlement and Mentoring Scheme provides tools and capital for proficient trainees to set up microenterprises (Hamzat et al., 2024).

2.1.3.1 The Nexus between Entrepreneurship Skills Development and Wealth Creation

Entrepreneurship skills acquisition is significantly associated with wealth creation as entrepreneurship develops the skills to identify opportunities, mobilize resources, establish enterprises, manage risks and generate sustainable income. Wealth creation is not only about earning regular incomes but also about accumulating productive assets, business capital, savings and investments that increase economic security over a period of time. Entrepreneurship training gives the knowledge and practical skills to transform ideas, skills and available resources into economic activities that yield profit.

According to Adanlawo et al. (2023), acquisition of entrepreneurship skills makes individuals to be self-reliant, to establish small-scale businesses and to make productive use of available resources. Enterprises created by the beneficiaries create personal income and opportunities for others. The study further connects entrepreneurship training with enhanced business performance, financial independence, economic empowerment and national development. Thus, skill acquisition can transform beneficiaries from job seekers and consumers to producers, employers and wealth creators.

2.2 Theoretical Framework

This study is grounded in the Human Capital Theory, largely linked to the works of Schultz (1961) and Becker (1964). The theory is that education, training, knowledge, experience and skills are forms of capital embodied in people. Investment in human abilities, like physical capital, is expected to return increased productivity, employability, income and economic contribution. Those who acquire relevant skills are expected to perform duties more efficiently, to be better able to adapt to technological and workplace changes and to achieve better labour-market outcomes.

The theory is relevant to the first objective, because technical and vocational training is an investment in occupational human capital. It gives trainees practical knowledge and skills required by employers or required to engage in independent economic activities. Technical and vocational skills can increase access to wage employment and self-employment by reducing skills deficiencies and improving job readiness. Therefore, Human Capital Theory argues that there is a positive relationship between acquiring technical and vocational skills and generating employment. The theory is also relevant to the second objective as entrepreneurship training builds human capital related to business. Competencies in opportunity recognition, planning, financial management, marketing and enterprise administration improve an individual's ability to start and sustain a profitable enterprise. These capabilities can be successfully applied to generate income, build assets and grow businesses, thereby promoting wealth creation.

2.3 Review of Empirical Literature

Hamzat et al. (2024) investigated the role of the National Directorate of Employment skill acquisition programs in reducing unemployment in Taraba State. The study employed a mixed research design with questionnaire data and secondary information from government documents, pamphlets, gazettes and published studies. It had 17 NDE employees and 34, 695 graduate beneficiaries, out of which 380 respondents were selected using purposive and simple random sampling. Data were analyzed using cluster means, standard deviations and regression. The regression outcome showed a probability value of 0.000, which indicates that NDE skill acquisition programs had a significant effect on unemployment reduction. The study found that the programs gave many young people skills needed for employment and self-reliance.

Nigeria: The effect of skill acquisition programs on economic growth was examined by Ezenwakwelu et al. (2022). The authors utilized annual secondary data for the period 1994-2016. GDP per capita was used as a proxy for economic growth and secondary school enrolment was used as a proxy for skill acquisition. Other variables were trade openness, bank lending rates and exchange rates. The ordinary least squares regression and pairwise Granger causality analysis were run using E-Views. The findings revealed that skill acquisition programs had a significant positive effect on economic growth while bank lending rates had a significant negative effect. However, the causality analysis did not find that skill acquisition led to an increase in economic growth. However, the study recommended compulsory skills development at various levels of education to support productivity, employment and growth.

Adanlawo et al. (2023) examined entrepreneurship skills acquisition programs as tools of economic development among unemployed youths in Ondo State, Nigeria. The study applied survey research design. The population of the study was unemployed youths who had participated in skills training. A simple random sampling technique was employed to select a sample size of 200 respondents and data were collected using a structured questionnaire. The study examined the effect of skill acquisition on economic development and the possible gender difference. The result revealed that skill acquisition had significant effect on economic development, while male and female beneficiaries did not differ meaningfully in their level of participation and outcomes. The study concluded that entrepreneurship skills programs promote self-employment and economic development. It recommended better-equipped centers and financial assistance to trained beneficiaries.

Usman et al. (2026) studied skills acquisition and job creation among beneficiaries of the Industrial Training Fund in Jos, Nigeria. The study used survey design and purposive and snowball sampling to select 105 beneficiaries. A questionnaire with a fixed format was employed, and the reliability coefficient of the instrument was found to be 0.82. Descriptive statistics and a Generalised Linear Model were used. Participation in ITF programs and relevance of skills acquired had positive and statistically significant effect on employment generation. Technical proficiency, soft skills and industry alignment were positive or directionally supportive but not statistically significant. Participation in structured programs and market-relevant training improves employment prospects, but poor facilities, weak industry links and inadequate practical support undermine program effectiveness, the study found.

Gajo et al (2025) studied strategic skill acquisition and job creation in Kaduna north local government area of Kaduna state, Nigeria. The study looked at technical, vocational, entrepreneurial and digital skills in relation to employment outcomes. We employed descriptive statistics and correlation analysis and applied ordinal regression. The results showed that technical skills had significant positive effect on employment generation with odds ratio of 1.524 and probability value of 0.030. Entrepreneurship skills also had a significant positive effect with odds ratio 1.682 and probability value 0.003, while digital skills were positive and significant. But vocational skills were positive and insignificant. The results of the study show that the employment outcomes of the acquired skills are influenced by their content and applicability.

Nkereuwem et al. (2024) studied entrepreneurial skills development and sustainable job-creation propensity of university students. The study aimed at identifying the gaps in entrepreneurship development and to find out how the stakeholders could contribute toward development of a vibrant entrepreneurial ecosystem. Semi-structured interviews were analyzed thematically and triangulated with secondary data. The findings revealed that experiential learning, mentorship and online literacy improved students' entrepreneurial competencies. Students with mentors were 30% more likely to launch sustainable businesses. Thus, the study concluded that entrepreneurship training is more effective when it is experiential and coupled with mentoring than just theoretical training in classrooms.

Adamu & Ayuba (2024) examined the effectiveness of vocational skills acquisition interventions in North-Eastern Nigeria. The study assessed the acquired competencies, business activities, changes in income and constraints of the program beneficiaries. SPSS was used for descriptive statistics (mean and standard deviation) to analyze the survey data. The results indicated moderate improvement in employability (mean = 3.33) and income (mean = 3.42). However, means of 3.86 and 3.59 for inadequate market access and capital constraints respectively, point to serious challenges to

sustainable employment and income generation. The study finds that training improves employment and wealth outcomes, but the impact is attenuated where beneficiaries are not able to access finance and profitable markets.

Obeki and Anama (2025) looked into the impact of skill acquisition programs on the employment of University of Benin graduates. The study investigated the employment status of the respondents, the type of skills acquired and the extent to which such competences influenced employability. Questionnaire data were analyzed by Pearson chi-square and correlation. The chi-square value of 104.267 with probability value of 0.000 was found to have significant association and the correlation coefficient of 0.204 with probability value of 0.025 was observed to have positive relationship. The results also showed that hard skills such as graphic design and soft skills such as public speaking increased employability with 65% of the respondents being self-employed. Relevant practical and interpersonal skills were found to improve employment prospects.

Bhatt et al. (2024) studied the impact of integration of vocational education and skills development programs into the labour market in India. Mixed methods were used in the study. T-tests, chi-square, regression, and thematic analysis were applied. The results showed that the employment rate for trained people was about 70% against about 50% for those who were not trained. Trained participants also received a wage premium of about 29% and an increase in annual earnings of about 7%. The authors explained the improvements by the practical and labour market relevant competencies acquired during vocational training. The study offers comparative evidence that structured technical and vocational education can improve employment, income and employment stability.

Adetona (2025) studied entrepreneurial skills acquisition and poverty alleviation with focus on income generation, job creation and community empowerment. The study was based on secondary information and not on new primary data. The synthesis showed that entrepreneurship skills acquisition positively contributed to income generation, self-employment, business sustainability and economic security. In addition, the review found that the extent to which entrepreneurial competence led to sustainable outcomes was related to the availability of training and financial resources. It reached the conclusion that entrepreneurship development contributes to poverty reduction and wealth creation if the beneficiaries can convert the acquired knowledge into viable enterprises.

2.4 Knowledge Gap

The empirical literature provides substantial evidence in support of positive links between skills acquisition, employment generation and income improvement. But the findings also indicate that the effects are not automatic. Some studies found technical or vocational skills to have no effect, while others found a strong positive effect. These differences may be due to variation in quality of training, measurement, geography, industry alignment, access to finance, and support after training.

3.0 Research Methodology

This study adopted a conceptual review design. The design was appropriate, because the purpose of the study was not to generate new primary data, but to synthesize and critically review existing scholarly knowledge on Skill acquisition and economic development in Nigeria. The scholarly studies were obtained from online repository like google scholar, ResearchGate, semantics used for the study. Thematic synthesis and qualitative content analysis were used.

4.0 Results and Discussion

4.1 Employment Generation and Technical and Vocational Skills Acquisition

The review found that the acquisition of technical and vocational skills has a generally positive relationship with employment generation in Nigeria. The acquisition of practical occupational competencies enhances the capacity of beneficiaries to obtain paid employment, engage in self-employment and create jobs through small businesses. This finding is consistent with the theory of Human Capital that investments in training increase the productivity and labour market value of individuals. This result is in line with the study of Hamzat et al. (2024) who observed that NDE skill acquisition programs reduced unemployment in Taraba State significantly. This is consistent with the ordinal regression results of Gajo et al. (2025) who demonstrated a positive and significant impact of technical skills on employment outcomes, and Bhatt et al. (2024) who reported higher employment and income among those who received vocational training. Obeki and Anama (2025) also found that hard and soft skills significantly improved the employability and self-employment of graduates. But the review also found the relationship is conditional, not automatic. The study of Usman et al. (2026) reported that technical proficiency plays a positive but statistically insignificant role in explaining the employment generation of ITF beneficiaries. Gajo et al. (2025) also found vocational skills to be positive but insignificant, but technical and entrepreneurship skills were significant. These results suggest that attendance at a training program and the acquisition of a basic occupational skill may not be sufficient to secure employment. Technical and vocational training is effective if it is relevant, good quality and practically applied. Outdated curricula, lack of proper equipment, poorly trained instructors, limited exposure to the workplace and poor collaboration with employers can result in acquired competencies not leading to employment. Even where beneficiaries have relevant skills, they may not be able to establish enterprises due to lack of access to tools, start-up capital and markets. Therefore, the best employment outcomes occur when training is combined with apprenticeship, certification, job placement, mentorship, finance and industry demand.

4.2 Developing Entrepreneurship Skills and Wealth Creation

The review found that acquiring entrepreneurship skills is positively related to wealth creation. Entrepreneurship education builds the skills to spot opportunities, set up businesses, manage resources and create sustainable income. It also builds skills in financial management, strategic planning, marketing, innovation and risk-management needed for enterprise survival and expansion. This corroborates the findings of Adanlawo et al. (2023) that skills acquisition had a significant impact on economic development of unemployed youths. This is also consistent with Nkereuwem et al. (2024) who found that experiential learning and mentorship increased the likelihood of establishing sustainable businesses. Adetona (2025) also concluded that entrepreneurship skills enhance income generation, self-employment, business sustainment and economic security. Adamu and Ayuba (2024) also found moderate benefits for beneficiaries' income following vocational interventions, providing additional support for the notion that skills development can improve wealth-related outcomes. But the literature suggests that entrepreneurship training alone does not ensure the creation of wealth. Major obstacles identified by Adamu and Ayuba (2024) include capital constraints and limited market access. Similarly, Usman et al. (2026) pointed out the weak post-training support, poor facilities and inadequate access to microfinance. While beneficiaries may be familiar with business planning and financial management, they still lack start-up capital, equipment, markets and mentorship, which prevents them from implementing their ideas. Thus, wealth creation is the result of the

interaction between entrepreneurship competence and an enabling business environment. Training builds human capital, but productive assets, finance, infrastructure and market opportunities are what enable that human capital to generate a return. Entrepreneurship programs that end with classroom instruction are therefore less likely to create sustainable wealth than those that incorporate training with incubation, mentoring, grants, credit, equipment and market linkage.

5.0 Conclusion and Recommendation

5.1 Conclusion

The study concluded that skill acquisition is a veritable tool for the promotion of economic development in Nigeria. The acquisition of technical and vocational skills enhances the practical competence and capacity of individuals to participate in paid employment, self-employment and enterprise-based job creation. The acquisition of entrepreneurship skills will improve the ability to identify opportunities, manage businesses, generate income and accumulate productive assets. The two dimensions of skill acquisition thus contribute to economic development through different but complementary channels: technical and vocational skills mainly enhance productive employability, while entrepreneurship skills foster enterprise creation and wealth accumulation.

5.2 Recommendations

1. The government and relevant training institutions should regularly review technical and vocational curricula in consultation with employers, professional associations and industry representatives to ensure that acquired competencies are aligned with current labour-market and technological requirements.
2. Modern equipment, qualified instructors and adequate practical facilities should be provided to technical and vocational training centers so that the beneficiaries acquire functional rather than theoretical competencies.
3. Vocational programs should make the apprenticeship, internship and workplace attachment components compulsory to expose trainees to practical working environments and improve their transition from training to employment.
4. Entrepreneurship training should be integrated with business incubation, mentorship, market linkage and continuous advisory services to enhance the survival and growth of enterprises established by beneficiaries.
5. NDE and ITF like government agencies should put in place transparent post training support through start-up grants, affordable microcredit, provision of equipment and resettlement schemes for deserving beneficiaries.
6. Skills acquisition programs should develop formal partnerships with private-sector organizations to facilitate curriculum development, certification, job placement, apprenticeships and recruitment of trained beneficiaries.

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Hybrid Work Practices and Performance of Business Organizations: A Conceptual Review

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Abstract

The COVID-19 epidemic has caused a revolution of the workplace never seen before and hybrid work is one of the most important breakthroughs in modern organizational management. Hybrid working is a combination of remote and in-office working, so organizations are able to balance operational efficiency with employee flexibility. Hybrid work has been adopted by many organizations as a permanent employment strategy but there are still questions about its impact on organizational performance. This is especially so in developing economies like Nigeria where technological infrastructure, organizational culture and managerial practices are still evolving. This conceptual paper explores the impact of hybrid work practices on the performance of business organizations, with work location flexibility and time flexibility being the two major characteristics of hybrid work. The research employed secondary data collected from peer-reviewed scholarly publications in online databases. The literature reviewed indicates that hybrid work practices have a positive impact on organizational performance through increased employee productivity, greater job satisfaction, stronger organizational commitment, lower operating costs, improved talent attraction and retention, and increased organizational resilience. But the success of hybrid work depends on the organization's preparation, leadership competence, digital infrastructure, employee trust and proper performance management systems. This conceptual assessment reveals that businesses that embrace well-structured hybrid work practices are likely to achieve sustainable organizational performance compared with organizations that rely on traditional work arrangements. Therefore, managers need to embrace complete hybrid work rules, invest in digital technologies, strengthen managerial abilities, and build outcome-based performance evaluation methods that can sustain employee productivity irrespective of their work location.

Keywords: Performance of Business Organization, Time Flexibility, Work Location Flexibility and Hybrid Working Practices

Introduction

Over the last two decades, rapid technological progress, digitalization, globalization, shifting workforce expectations and rising environmental uncertainty have fundamentally changed the nature of work. These changes have forced business organizations to revisit the traditional work arrangements that require employees to perform their jobs strictly from centralized offices during fixed working hours. Organizations are instead increasingly adopting flexible work arrangements, aided by digital technologies that permit employees to work productively across locations and times, while still contributing to organizational productivity and competitiveness (Bailey & Kurland, 2002; Allen et al., 2015; Kniffin et al., 2021; Wang et al., 2021). Therefore, workplace flexibility has transformed from a discretionary human resource practice to a strategic organizational capability that enables organizational resilience, employee well-being, and sustained business performance (Kniffin et al., 2021; Çivilidağ & Durmaz, 2024). The global COVID-19 pandemic further sped up this transformation by compelling organizations to implement remote employment arrangements on an unprecedented scale. Remote employment was initially offered as a contingency method to ensure business continuity, but over time many organizations

have realized that several organizational activities can be successfully conducted outside of traditional office environments without significant declines in productivity. This realization has led to hybrid work being adopted as a long-term organizational strategy, and not a temporary crisis response (Kniffin et al., 2021; Choudhury et al., 2021; Bloom et al., 2024). One of the biggest changes business organizations are facing is the move to hybrid model of working, that is, a mix of remote and office working (Mont et al., 2021). To achieve this change, a high level of readiness is needed from both employees and management to ensure smooth transition and maintain organizational performance (Mladenova, 2022).

As the scholarly interest in hybrid work has grown, researchers have attempted to differentiate it from related concepts, including telework, telecommuting, working from home, remote employment, and flexible work arrangements. While these ideas are similar in some aspects, recent literature argues that hybrid work is a more comprehensive organizational model that involves the intentional combination of physical and virtual work environments, as opposed to working from home on some days (Allen et al., 2015; Kniffin et al., 2021). Moreover, a recent conceptual review further posits that hybrid work needs to be understood as a multidimensional phenomenon encompassing work location, work modality and work temporality flexibility, rather than the simplistic understanding of being in the office or at home. The need for such a conceptual clarification has become increasingly apparent, as inconsistent definitions have resulted in the fragmentation of empirical findings and theoretical ambiguity in the emerging hybrid work literature. The two most salient dimensions of hybrid work that have emerged in this changing notion of hybrid work practice are work location flexibility and work time flexibility, which determine where and when employees perform their organizational responsibilities while being accountable for organizational objectives (Allen et al., 2015; Wang et al., 2021). Flexibility in work location enables employees to carry out organizational duties from approved locations such as organizational offices, homes, satellite offices, or other remote locations supported by digital technologies, while flexibility in work time allows employees more discretion over when they work within agreed organizational guidelines (Allen et al., 2013; De Menezes & Kelliher, 2017). Researchers claim that these dimensions increase employee autonomy, reduce commuting stress, support work-life balance, enhance job satisfaction and organizational commitment and should have a positive influence on organizational performance (Gajendran & Harrison, 2007; Allen et al., 2015; Wang et al., 2021). However, researchers also warn that poor implementation can decrease collaboration, erode organizational culture, make supervision more difficult, and hamper knowledge sharing, especially in the absence of technological infrastructure and leadership support (Contreras et al., 2020; Kniffin et al., 2021).

Organizational performance is one of the most studied constructs in management research because it reflects the extent to which organizations achieve desired strategic outcomes through the effective use of organizational resources and capabilities. Recent scholars have come to see organizational performance as a multidimensional construct consisting of financial and non-financial outcomes that collectively reflect organizational effectiveness and long-term competitiveness (Combs et al., 2005; Richard et al., 2009). The hybrid work context has re-ignited academic interest in organizational performance, as workplace flexibility is believed to influence employee behaviour, operational processes, innovation, organizational adaptability and overall organizational effectiveness, before these get reflected in financial performance. Thus, understanding the contribution of hybrid work practices to organizational performance

has become an important concern to management scholars and organizational leaders seeking sustainable competitive advantage. Accordingly, there has been much discussion in the literature about the relationship between hybrid work practices and organizational performance. Its advocates argue that hybrid work enhances organizational performance by increasing employee engagement, autonomy, concentration, work-life balance, talent attraction, employee retention, and organizational resilience (Allen et al., 2015; Kniffin et al., 2021; Bloom et al., 2024). This view is supported by evidence from Toscano, González-Romá, and Zappalà (2025), who found that employees working from home in hybrid arrangements had higher daily concentration and work engagement, which in turn improved job performance. Likewise, a recent systematic review also found that flexible working arrangements are likely to be positively related to employee performance in different organizational settings, although the strength of the relationship depends on the organizational setting, leadership practices, and technological capability.

In contrast, some scholars have suggested that hybrid work can lead to negative organizational outcomes if not managed appropriately. Reduced face-to-face interaction may reduce informal communication, organizational identification, mentoring relationships, and collaborative learning; inadequate technological infrastructure and ineffective leadership may reduce coordination and organizational effectiveness (Contreras et al., 2020; Wang et al., 2021; Kniffin et al., 2021). Recent conceptual analyses suggest that the success of hybrid work is not just a matter of dividing work between home and office, but rather depends on a successful integration of flexibility, organizational culture, digital capacity, leadership, communication and performance management into a coherent organizational system. Hybrid work must be viewed as a strategic organizational capability, not simply a workplace location policy. While the literature on hybrid work has grown rapidly after the COVID-19 pandemic, most of the empirical and conceptual evidence is based on developed economies where digital infrastructure, organizational culture, labour market institutions and technological readiness are vastly different from those in developing countries. Hence, the extent to which these results can be generalized to business organizations in developing economies is questionable. Furthermore, even if hybrid work has become an increasing research stream, the literature still shows conceptual inconsistencies in terms of its dimensions, implementation, and organizational performance, which calls for further conceptual synthesis. In this context, this study aims to conceptually review hybrid work practices and business organization performance with a special focus on the flexibility of work location and work time and the performance of business organization.

The development of digital technologies, changing employee expectations and the need for greater organizational flexibility have all contributed to hybrid work practices becoming an increasingly important feature of contemporary organizations. Organizations are expected to leverage hybrid work arrangements to improve employee well-being, attract and retain skilled talent, increase productivity and ultimately improve organizational performance. Accordingly, numerous organizations have adopted office- and remote-based work arrangements that are embedded in their long-term business strategies (Allen et al., 2015; Kniffin et al., 2021; Bloom et al., 2024).

But these expectations are not backed by conclusive evidence on the effectiveness of hybrid work practices. While some studies claim that hybrid work boosts employee engagement, job satisfaction, retention and productivity (Bloom et al., 2024; Çivilidağ & Durmaz, 2024), others argue that it can damage communication, collaboration, supervision and organizational culture, thus limiting its impact on organizational

performance (Contreras et al., 2020; Wang et al., 2021). The mixed results indicate that companies remain unsure whether hybrid work arrangements will always improve business performance and under what circumstances they are most effective. The challenge is even bigger in developing economies where organizations are adopting workplace flexibility with constraints like inadequate technological infrastructure, unstable internet connectivity, cybersecurity concerns, limited managerial experience in managing hybrid teams and organizational cultures that traditionally value physical presence. These contextual realities may be influencing the implementation and outcomes of hybrid work practices, and thus it would be inappropriate to generalize the findings obtained from developed economies to all organizational settings (Kniffin et al., 2021).

Furthermore, despite significant recent interest in hybrid work in the academic literature, much of the extant literature has focused on teleworking, remote employment, and working from home and not hybrid work as a distinct organizational practice (Bailey & Kurland, 2002; Allen et al., 2015). Furthermore, previous studies have examined hybrid work in relation to outcomes such as job satisfaction, employee engagement, organizational commitment and turnover intention. However, less effort has been put into the synthesis of the impacts of the primary dimensions of hybrid work, including work location flexibility and work time flexibility, on the broader construct of business organization performance. This conceptual gap has led to inconsistent views on the influence of hybrid work on performance. In light of these contradictory scholarly views and the need for more conceptual clarity on the relationship between work location flexibility, work time flexibility and business organization performance, this study conducts a conceptual review of hybrid work practices and the performance of business organizations.

This study aims broadly to assess the impact of hybrid work practices on business organization performance. The specific objectives seek to;

1. Evaluate the impact of flexible work location on business organization performance; and
2. The effect of flexibility of working time and the performance of business organization

Related Literature Review

2.1 Conceptual Overview

2.1.1 Joint Working Practices

One of the biggest trends in human resources management and in the design of organizations is the hybrid working model. The way organizations organize work has been fundamentally reshaped by digital technology, ubiquitous internet access, cloud computing, virtual collaboration platforms and changes in employee expectations. Flexible work arrangements have been around long before the COVID-19 pandemic, but the pandemic accelerated their uptake, turning hybrid work from an alternative employment arrangement to a strategic organizational practice. Organizations, in various sectors, have increasingly realized that productive work is not limited to traditional office settings but can be performed effectively in different physical locations through technology-enabled collaboration (Bonesso et al., 2026).

Hybrid work practices are organizational arrangements intentionally mixing work from the office with work from home, enabling employees to split their working time between the employer's premises and other sites, like home offices or co-working spaces. Hybrid work, unlike fully remote employment, maintains opportunities for face-to-face interaction and also offers employees greater flexibility around where, and in many cases when, work is performed. According to the definition of hybrid work

given by Bonesso et al. (2026) as cited by Trevor and Holweg (2022), hybrid work refers to flexible allocation of working hours to organizational sites and other work locations (such as home office). The definition stresses that hybrid work is not merely remote employment, but an integrated work system that balances organizational collaboration and employee autonomy. Hybrid work is a flexible organizational arrangement where employees can switch between physical workplaces and remote settings and be productive with the support of digital communication technologies, according to Barrero, Bloom, and Davis (2021). They conceptualize hybrid work in terms of the intentional combination of flexible work and technological capacity, arguing that hybrid work is a structural reconfiguration of organizational work systems rather than a temporary employment arrangement. Similar to these findings, Allen, Golden and Shockley (2015) characterize hybrid work as a spectrum of flexible work arrangements that afford employees discretion over where work is performed while holding organizations accountable. Even if they worked before the pandemic, the theoretical explanation is still valid because it conceptualizes flexibility as a mechanism to improve employee motivation, satisfaction and organizational outcomes.

Alternatively, Mustajab (2025) explains that hybrid work is a strategic workforce management tactic to balance operational efficiency and employee welfare. It's a view that would get the best of both worlds – the productivity from working from home and the teamwork from being at work. Hybrid work doesn't supplant traditional offices, but reimagines the organizational processes for the different needs of employees and the organization. Williams and Shaw (2025) go further to argue that hybrid working is not just a flexible employment benefit but an organizational capability that affects productivity, organizational performance, communication systems, reward management, employee engagement and leadership practices. Their analysis indicates that the hybrid work influences individual and organizational performance via the manner in which employees engage, collaborate, and attain organizational goals.

2.1.2 Flexibility of Work Location

As Barrero, Bloom, and Davis (2021) note, work location flexibility is a defining characteristic of the new work environment, where technological progress has made it possible to do productive work almost anywhere with a good digital connection. They contend that organizations are competing more and more for talent by offering greater flexibility in where employees do their work, especially in knowledge-intensive occupations. Bonesso, Cortellazzo, and Afeltra (2026) also define work location flexibility as a strategic allocation of work among organizational locations and remote settings to increase organizational efficiency and employee well-being. Similarly, Williams and Shaw (2025) found that flexibility in the choice of work location allows employees to regain time spent commuting, to better focus, to limit distractions in the workplace and to better balance work and personal commitments. Their study also finds that organizations benefit from lower costs of office accommodation, increased employee engagement, improved retention and broader access to geographically dispersed talent. However, the authors warn that flexibility in location also presents challenges in terms of organizational communication, transparency of rewards, sharing of knowledge and visibility of employees if not dealt with properly.

The employee can have more control over the work environment because of the flexibility of the work location. You can select areas which reduce distractions, increase focus and personal obligations without the need to compromise organizational objectives. This increased autonomy has been associated with increased job satisfaction, higher organizational commitment, reduced stress levels and improved psychological well-being (Allen et al., 2015; Galanti et al., 2021). Similarly, Solihah et

al. (2025) argue that flexible workplace policies are commonly linked to higher productivity because employees can carry out cognitively demanding tasks in the setting that best suits their work preferences. However, the study also highlights potential risks including less face-to-face interaction, weaker informal communication and possible feelings of isolation among employees who spend long periods away from organizational offices. Barreto (2025) also concludes that flexibility in the work location contributes significantly to the employee performance, improving the work-life balance and increasing the autonomy of the employee. However, the study points to the importance of organizations developing communication leadership, organizational culture, mental health support and collaborative technologies to maintain long-term performance under hybrid arrangements.

2.1.3 Temporal Flexibility

Flexible scheduling is suggested to enhance employee motivation because it allows employees to schedule work tasks around times of peak cognitive ability and personal obligations (Allen et al., 2015). Employees with increased control over their work schedules tend to report higher job satisfaction, higher organizational commitment, lower absenteeism and better psychological well-being. Similarly, as De Menezes and Kelliher (2017) describe, flexible working hours reinforce reciprocal relations between the employer and the employee by showing organizational trust and support. This often leads to a positive response from employees in terms of greater commitment, discretionary effort and organizational citizenship behaviours and this improves overall organizational performance.

These early theoretical claims are verified in recent hybrid work literature. Pardosi et al. (2024) found that time flexibility was one of the main factors that enhanced work-life balance for employees in hybrid work settings. Their results indicate that employees who are able to more flexible schedule their work activities report lower levels of stress, higher levels of satisfaction, and enhanced productivity. But the authors also warn that too much flexibility without the correct organizational boundaries might blur the boundaries between work and personal life, which can increase the risk of burnout and work-related weariness. Likewise, Mustajab (2025) states that flexible scheduling helps organizations to adopt shifting employee expectations and enhance the efficiency of the workforce. But solid execution relies on strong leadership, active communication, transformative management methods and clear performance goals. Lack of such support tools can lead to less coordination, delays in decision-making and a decrease in organizational cohesion in terms of time flexibility. Similarly, Bonesso et al. (2026) contend that hybrid work profoundly modifies the temporal organization of work and offers employees more discretion over when tasks are completed but demands that managers substitute direct supervision with trust-based leadership and outcome-based performance systems. Therefore, organizations need to review their recruitment, training, performance appraisal, communication and leadership practices to allow more employee autonomy.

2.1.4 Organizational Performance

In the past, the performance of an organization was measured with financial indicators such as profitability, return on asset, sales growth, market share and shareholder value. These are still important measures but the current management literature increasingly understands that organizational performance does not rest on financial outcomes alone but includes operational efficiency, innovation capability, customer satisfaction, employee engagement, organizational resilience, service quality, sustainability, adaptability and competitive advantage (Kaplan & Norton, 1996; Richard, Devinney, Yip, & Johnson, 2009). Richard et al. (2009) define organizational performance as the

overall outcome of organizational activities measured by financial performance, market performance and shareholder returns. They take a multidimensional view and highlight that organizations thrive not just because of financial performance but also because of the interaction of multiple organizational capabilities.

Similarly, Daft (2021) defines organizational performance as the ability of the organization to effectively use the available resources in achieving the predetermined goals while successfully adapting to the environmental changes. This definition highlights efficiency, effectiveness, adaptability and long-term sustainability as the key attributes of high performing organizations. Robbins and Judge (2023) also note that organizational performance is the degree to which organizations are able to convert inputs into valuable outputs that satisfy stakeholders, commitment from employees, and strategic goals. In their discussion, they emphasize the influence of leadership quality, organizational culture, employee motivation, technological capability, innovation, and human resource practices on organizational performance.

Barreto (2025) points out that organizations that have implemented well-designed hybrid work systems often report increased employee productivity, job satisfaction, work-life balance, and organizational resilience, provided that the right leadership, communication systems, and technological infrastructure are in place. However, the study warns poor implementation could damage organizational culture, isolate employees and lower the effectiveness of collaboration. Similarly, Solihah et al. (2025) found that hybrid work contributes positively to organizational productivity through greater autonomy for employees, better work-life integration, and higher job satisfaction. But these benefits are contingent on robust management support, organizational culture, digital infrastructure, and continuous employee engagement initiatives.

2.1.5 Challenges of Hybrid Work Practices in Business Organizations

While hybrid working practices offer many advantages, successful hybrid working practices are associated with a number of organizational, technological, managerial and behavioural challenges. These challenges have drawn growing scholarly attention since they determine whether hybrid work ultimately enhances or undermines organizational performance. “Hybrid work offers flexibility and autonomy, but organizations also need to preserve collaboration, accountability, organizational culture, employee engagement and operational efficiency. Without the right management of these competing demands, hybrid work arrangements may be less effective and impact business performance.

One of the most frequent difficulties is communication and collaboration. Traditional offices enable spontaneous conversations, informal knowledge sharing, immediate feedback and face-to-face interactions that enhance collaboration and organizational learning. Therefore, these face-to-face encounters are less frequent in the hybrid work environment and communication is more and more dependent on digital technologies. Without effective communication systems, organizations can face miscommunication, delays in decision-making, disjointed flow of information, and diminished collaboration. Bonesso, Cortellazzo and Afeltra (2026) argue that hybrid work reconfigures the spatial and technological dimensions of work in a fundamental way, requiring organizations to redesign communication processes and managerial practices to keep effective collaboration.

Likewise, Williams and Shaw (2025) find that purposeful communication is one of the most important determinants of successful hybrid work implementation. The study found that although employees appreciated greater flexibility, organizations often found it difficult to maintain transparent communication, coordinate distributed teams and

provide fair recognition for employee contributions. Employees working remotely also said they were worried about having less visibility to supervisors, which could impact their career development and performance appraisal negatively. Another major challenge is organizational culture. Organizational culture is shaped by shared experiences, interpersonal relationships, informal interaction and collective participation in organizational activities. Hybrid work reduces the physical interaction of employees which makes it difficult to transfer organizational values, norms, traditions, and identity, particularly to newly recruited employees. Without deliberate efforts by the organization, employees may gradually become psychologically detached from the organization, leading to loss of organizational commitment and collective purpose. Sustaining organizational culture in hybrid work settings requires transformational leadership, continuous communication, and deliberate employee engagement initiatives (Mustajab, 2025).

Another important challenge is the issue of employee well-being and boundaries between work and life. "Hybrid work may be more flexible, but it can also make it harder to separate work and home life. "Because of digital technologies, work is constantly available and it is difficult for employees to switch off. If organizations do not set clear expectations about working hours and digital availability, such situation can lead to higher emotional exhaustion, technostress, burnout, and work-family conflict. While hybrid work generally enhanced work-life balance, some employees found it difficult to distinguish between work and personal activities, resulting in heightened stress and diminished long-term well-being (Pardosi et al., 2024).

2.1.6 Strategies to Successfully Implement Hybrid Working Practices in Business Organizations

The advent of hybrid work has underscored that organizational success is not about implementing flexible work arrangements but about strategically integrating them into organizational systems and management practices. For hybrid work to be successful, there needs to be alignment between the organization's strategy, leadership capability, technological infrastructure, human resource policies, organizational culture and employee expectations. The organizations therefore need to evolve holistic integration strategies to leverage the benefits of flexibility and minimize the operational challenges.

One of the key strategies is to develop and communicate a clear hybrid work policy. Companies must put in place comprehensive policies covering who is eligible to work, where they will work, when they will work, how they will communicate, cyber security requirements, standards of performance and how they will be held accountable. Written policies mean less ambiguity, more equity and consistent application across organizational units. Bonesso et al. (2026) argue that the success of hybrid work is only possible if there is a vertical alignment of hybrid work policies with the organizational strategy and a horizontal alignment with all the human resource management functions.

Organizations should also consider re-engineering performance management systems to focus on measurable outputs vs. attendance. Objective indicators of performance are aligned to the organization's objectives – this ensures fairness and motivates employees to be productive wherever they are located. Outcome focused performance management enhances employee trust and decreases the need for direct monitoring from managers (Williams and Shaw, 2025). Also, organizational communication needs to be strengthened. Organizations should develop structured communication practices such as virtual meetings, collaborative platforms, frequent face-to-face interactions and knowledge-sharing activities to avoid information fragmentation and keep the cohesion (Sulaiman & Onah, 2025). Open communication increases team cohesion, reduces

misunderstanding and builds a stronger culture of the organization even if the team is geographically distributed.

Hybrid work strategies should place employee wellbeing at their center for long-term organizational resilience (Dara et al., 2025). Organizations should promote healthy work-life boundaries, support mental health, provide flexible scheduling and discourage over-digital availability beyond official working hours. These initiatives help prevent burnout and keep employees engaged and productive over the long term.

Another advantage of ongoing organizational learning is the successful implementation of hybrid work (Buła et al., 2024). Organizations should regularly review hybrid work policies, including employee feedback, performance measures, customer satisfaction measures and organizational results. Lessons learned from ongoing evaluations allow organizations to adapt hybrid work systems to changing organizational and environmental conditions. To summarise, these strategies suggest that hybrid work success is not about independent flexible work arrangements but about organizational change that includes leadership, technology, human resource management, communication, organizational culture and continuous improvement.

2.1.7 Efficiency of Hybrid Work Practices and Business Organizations

Previous conceptual work has pointed to the close relationship between hybrid work practices and organizational performance. Hybrid work influences organizational performance through better employee autonomy, flexibility, productivity, work-life integration, organizational resilience, talent acquisition, and operational efficiency. But these benefits don't come by default. These occur in organizations that have strategically adopted hybrid work in a positive environment, with strong leadership, strong IT infrastructure, trust-based management, and results-oriented performance systems.

The flexibility of work locations ensures that employees can fulfil their organizational obligations in settings where they can focus and where they are not required to spend unnecessary time on travel, thus improving productivity and work satisfaction (Waldrep et al., 2024). The flexibility of time to better organize working schedules, balancing between professional and personal responsibilities, complements this arrangement. These dimensions collectively affect employee motivation, commitment, innovation and organizational citizenship behaviours that lead to better organizational performance. The literature reviewed consistently shows that organizations that adopt well-designed hybrid work systems see improvements in productivity, employee retention, customer responsiveness, innovation capability, organizational resilience and competitive advantage (Eurofound, 2025). Collaboration, engagement, organizational identity and consistent performance are often a challenge for organizations that don’t focus on communication, leadership development, organizational culture, cybersecurity, employee well-being and performance management.

“Hybrid work provides Nigerian organizations a major strategic opportunity to modernize the way they manage their organizations, improve business continuity, optimize operating costs and attract highly skilled professionals in an increasingly competitive labour market. But to realize these benefits requires persistent investment in digital infrastructure, managerial capacity, organizational culture and human resource development. From the conceptual literature reviewed, hybrid work practices are an important strategic resource that can enhance organizational performance if appropriate organizational systems and managerial practices are in place. Therefore, organizations should view hybrid work not only as a flexible employment scheme, but as a holistic organizational strategy to improve long-term performance, adaptability, and sustainable competitive advantage.

2.2 Conceptual Framework

The theory underpinning this study is Social Exchange Theory. Social Exchange Theory was first developed by Homans (1958) and was later expanded on by Blau (1964). The theory assumes that social relations are based on mutual exchanges with the parties. The theory suggests that in organizations, if employees perceive that their organization is supportive, fair, flexible and concerned for their welfare, they are likely to reciprocate with higher levels of commitment, loyalty, productivity and positive work behaviour. Social Exchange Theory is relevant for this study as hybrid work practices can be considered as organizational support to employees. Flexibility in where and when employees work, provided by management, can be perceived by employees as a sign of trust, respect and concern for their personal and professional needs. In exchange, they may reciprocate with enhanced motivation, better performance, greater organizational commitment, and reduced turnover intention. This two-way relationship explains why hybrid work practices may affect the performance of business organizations.

The theory also provides an explanation for the risks of poorly managed hybrid work. Where employees perceive hybrid work policies as unfair, inconsistent or poorly supported the exchange relationship may erode. If some employees are given flexibility while others are denied it without explanation, this may create perceptions of injustice. Similarly, when remote employees feel invisible, isolated or less likely to be promoted or acknowledged, their commitment and performance can suffer. Thus, the performance benefits of hybrid work, as per Social Exchange Theory, are contingent upon fairness, trust, communication, and mutual obligation.

The theory used as the anchored theory for this study is Social Exchange Theory. This theory clearly connects hybrid work practices to organizational performance through employee perception, reciprocity, motivation, commitment, and discretionary effort. The theory proposes that in Nigerian business organizations when organizations offer credible and well-supported hybrid work arrangements, it is more likely that employees will reciprocate with increased productivity, loyalty, innovation and service delivery which enhances organizational performance.

2.3 Empirical Review

Bonesso, Cortellazzo and Afeltra (2026), analyzed the integration of hybrid work in organizations from the perspective of Strategic Human Resource Management. The research, based on a four-year longitudinal case study of an Italian company, showed that hybrid work is successful when it is vertically aligned with the corporate strategy and horizontally with other HR practices such as recruitment, training, communication, leadership and performance management. This study is relevant to the present article, as it indicates that hybrid work should not be considered as a standalone policy, but as a strategic organizational system that can affect employee, organizational and societal outcomes.

Williams and Shaw (2025) examined Hybrid working, productivity and performance of the English social housing sector. The study employed a mixed-method approach, consisting of interviews with senior management and a large-scale employee survey. The results indicated that hybrid work led to increased productivity because of less time spent commuting, a better work-life balance, and fewer interruptions at work. Challenges identified include reward transparency, masked burnout, communication and performance visibility. “This study is important as it shows hybrid work can improve performance, but only where the systems of communication, reward and well-being are managed correctly.

Mustajab (2025) provided a literature review on remote and hybrid work policies and workforce management practices. The review found that remote and hybrid work arrangements enhance job satisfaction, productivity and work-life balance, largely because they decrease workplace distractions and increase flexibility. However, the study also found that social isolation, weak team cohesion and blurred work-life boundaries are major problems. The present article is supported by this study in that hybrid work has both positive and negative effects on organizational performance, depending on the quality of leadership and organizational culture.

Barreto (2025) conducted qualitative library research on the impact of hybrid working models on employees' performance and well-being in the post-pandemic period. The study found that hybrid work boosts productivity, job satisfaction and work-life balance by increasing employee autonomy and flexibility. However, the study also found that hybrid work may create communication barriers, isolation and challenge to maintain organizational culture. The study is of relevance as it confirms that hybrid work practices affect performance via psychological and operational mechanisms.

Solihah, Intan, Sugiarto, Marini, and Setiawan (2025) conducted a study on the impact of hybrid work policies on employee productivity and satisfaction through a qualitative literature review. The findings revealed that hybrid work comes with significant benefits like improved flexibility, better work-life balance, and boosted productivity in certain work settings. The study also found that communication difficulties, social isolation and unequal access to technology could reduce the effectiveness of hybrid work. This research is important for the present article as it shows the role of management support, digital infrastructure and organizational culture in achieving hybrid work success.

Pandjaitan, Khusaini, Aminuddin and Suwarno (2025) examined the effect of hybrid working on sustainable performance management in the ASEAN service sector through readiness for change. This research is based on quantitative path analysis and SmartPLS with 385 respondents. The research results show that hybrid working positively affects sustainable performance management through increasing flexibility, organizational resilience, employee satisfaction, change readiness, agility, and engagement. The research is of particular relevance as it connects hybrid work with not only employees' productivity but also sustainable organizational performance.

Pardosi, Mujannah, Halik, and Winarni (2024) conducted a quantitative survey method to investigate the effect of hybrid working policy on employee life balance and productivity. The study found that hybrid working is linked to better life balance and productivity for employees and that time and workplace flexibility are important explanatory factors. Others experienced social isolation and less collaboration, however. This is in line with the current article, which suggests that work location flexibility and time flexibility are important dimensions of hybrid work effects on organizational outcomes.

Sethi, Singh and Kamna (2022) studied the impact of hybrid work policy on the orientation of employees and corporate governance issues in the new normal among IT sector employees in Delhi NCR. The study investigated work-life balance, productivity, job satisfaction, transparency, accountability, and fairness. The findings highlighted that hybrid work has implications for employees, governance, accountability and fairness in the organization. This is important because the performance of business organizations is not only about productivity but also about transparency, accountability and effective management systems.

2.4 Knowledge Gap

By contrast, the analyzed papers suggest a positive influence of hybrid work practices on employees' productivity, satisfaction, work-life balance and organizational adaptability. But the studies also agree that if poorly managed, hybrid work can lead to communication gaps, isolation, problems in performance measurement, technology inequality and a cultural disconnect. Most of the studies reviewed were conducted outside Nigeria, especially in European, Asian and Indonesia-related contexts. Additionally, many were more focused on employee-level outcomes like productivity, satisfaction and well-being, and fewer studies examined business organization performance from a broader management perspective. Thus, there is need for a Nigeria-specific conceptual review that explains the effect of work location flexibility and time flexibility on business organization performance.

3.0 Methodology

The study is conceptual review hence secondary data sources were used. The materials were sourced from peer-reviewed journal articles from online academic databases like Google Scholar, Research Gate and other credible scholarly sources. The literature review was conducted with a particular emphasis on recent studies on hybrid work practices, flexibility of work location, flexibility of work time, employee productivity, organizational performance, digital work systems, and flexible work arrangements. The qualitative and thematic analysis of the reviewed materials was performed in accordance with the major issues of the study. The analysis examined the influence of hybrid work practices on business organizations' performance, particularly work location flexibility and time flexibility. The study also examined the role, challenges, strategies, empirical evidence and theoretical explanations on hybrid work practices. All sources consulted were duly acknowledged in APA 7th edition citation style.

4.0 Discussions and results

The objective of this paper is to examine the influence of hybrid work practices on the performance of business organizations in Nigeria, with a focus on work location flexibility and time flexibility. The reviewed literature suggests that hybrid work practices can enhance organizational performance when they are appropriately designed, supported by technology, and aligned with company strategy. However, the same practice may be a performance inhibitor in organizations that do not have the infrastructure, leadership capacity, communication systems and fair performance management processes to support it.

Firstly, the review shows that flexibility of work location positively impacts organizational performance in that it allows employees to work in the places that promote concentration, convenience and productivity. Those who are part-time and work from home or other approved locations often have less commuting time, reduced stress and a better work-life balance. These outcomes can lead to job satisfaction, commitment and productivity. The productivity and performance benefits of hybrid work have been huge. There is time saved commuting, a better work-life balance and less interrupted workspaces as outlined by Williams and Shaw (2025). Barreto (2025) also found that hybrid work models can improve productivity, job satisfaction, and employee well-being when combined with leadership, communication, and digital infrastructure.

In the Nigerian context, this translates to business organizations enjoying the flexibility of location through reducing congestion in offices, reducing operating costs, improving employee morale and sustaining operations during disruptions. But these benefits depend heavily on the availability of a reliable internet connection, electricity supply, cyber-security systems and digital work tools. poor communication, delayed work

delivery, data insecurities and reduced customer responsiveness where these conditions are weak can result from location flexibility.

Secondly, the literature suggests that time flexibility contributes to organizational performance because it allows employees to structure work around their most productive periods to meet organizational targets. Having flexible hours allows employees to fulfill family duties and avoid commuting stress. Thus, it helps reduce stress and concentrate more. Pardosi et al. (2024) identified flexibility of time and workplace as the main factors of hybrid working that improved employees' life balance and productivity. This is in line with the argument that time flexibility can increase employee engagement and organizational commitment.

But the freedom of time also has its risks. Bad management can lead to work-life blurring, increased burnout, decreased collaboration amongst teammates, and slower decision making. This is more so in Nigerian businesses where some managers still rely on physical supervision and fixed working hours as evidence of commitment of their staff. That is why time flexibility has to be combined with clear aims, communication schedules, reporting systems and measurable performance indicators.

Thirdly, the review points out that hybrid working arrangements can enhance employee productivity and organizational efficiency. Flexible employees are more likely to give back with more effort, loyalty and performance. This finding is consistent with Social Exchange Theory that indicates that employees will reciprocate positively when they see the business as supportive, fair and trustworthy. Where organizations offer flexible work arrangements, employees may respond by becoming more engaged and productive.

Fourthly, hybrid work can help create organizational resilience. Organizations that have adopted hybrid work methods will be better placed to continue working amid crises, including public health emergencies, transit interruption or security issues. Bonesso et al. (2026) state that hybrid work is most effective if it is integrated in the broader HRM system and aligned to the company strategy. It contends that hybrid work within Nigerian businesses should not be seen as an informal favour to employees but as a formal management practice connected with company continuity, talent retention and performance enhancement.

Fifth, the topic presents hybrid employment as a tool for attracting and retaining talent. Workers in today's labour markets increasingly appreciate flexibility, autonomy and work-life balance. Companies that can offer believable hybrid work arrangements will be able to attract brilliant experts and retain staff. This is particularly the case for Nigerian firms vying for digital talent, young professionals and knowledge workers who may favour employers with innovative work practices.

However, the material examined also suggests significant problems. These include communication hurdles, social isolation, low team cohesiveness, unequal access to flexibility, poor corporate culture, cyber security concerns and performance appraisal challenges. Solihah et al. (2025) discovered that hybrid work brought increased flexibility and productivity but also challenges in communication, technical gaps and social isolation. Mustajab (2025) also highlighted the significance of leadership, organizational culture and communication in the effective management of remote and hybrid workforce.

The influence of hybrid work on performance is therefore conditional, not guaranteed. Organizations with digital infrastructure, fair policies, good leadership, efficient communication, employee support, and outcome-based performance systems are more likely to have hybrid work increasing organizational performance. But without these

conditions, mixed employment can lead to confusion, unfairness, less accountability and worse performance.

5.0 Conclusion

The conceptual and empirical literature reviewed does consistently suggest that flexibility in work location allows employees to perform their duties in environments that enhance concentration, reduce the stresses of commuting, and promote a better work-life balance; all of which serve to enhance productivity and organizational effectiveness. Likewise, flexibility of time helps employees to manage their work schedules better with accountability to the organization and hence improves motivation, commitment and performance. Together these two dimensions increase employee autonomy, organizational adaptability, innovation and service delivery and this in turn increases business performance.

The study also shows that the successful implementation of hybrid work practices depends to a large extent on supportive organizational conditions. To make hybrid work successful, organizations need effective leadership, strategic human resource management, strong digital infrastructure, organizational trust, transparent communication systems, cyber security preparedness and outcome-based performance management. In contrast, organizations that do not provide these enabling conditions are susceptible to communication breakdowns, erosion of organizational culture, employee isolation, inconsistent performance evaluation and lower collaboration that may undermine the positive effect of hybrid work on organizational performance.

The hybrid work model provides significant opportunities for organizations in the Nigerian business environment to improve productivity, attract and retain highly skilled employees, reduce operating costs and enhance organizational resilience. However, these opportunities can only be fully realized through intentional investments in technological infrastructure, managerial capability, digital skills development and organizational culture. Hybrid work will become a core element of organizational strategy, rather than a temporary employment arrangement, as Nigerian organizations continue to embrace digital transformation and compete in a knowledge-driven economy.

Overall, this conceptual review concludes that hybrid work practices are positively related to the performance of business organizations when strategically implemented and effectively managed. Thus, organizations that integrate work location flexibility and time flexibility into coherent human resource management systems are likely to achieve sustainable organizational performance, improved employee effectiveness and enhanced competitive advantage more than organizations that rely solely on traditional workplace arrangements.

6.0 Suggestions

The following practical recommendations are offered to managers and organizations based on the study findings and conclusion:

1. Business organizations' management should adopt broad hybrid work policies that explicitly specify employee eligibility, work location arrangements, flexible scheduling procedures, communication expectations, cyber-security duties, and performance criteria. Clear policies will encourage Fairness, Consistency, Accountability and effective implementation across organizational units.
2. Performance management systems should be outcome driven rather than reliant on physical presence, with businesses evaluating personnel on actual results. These performance systems will provide accountability and allow employees the advantage of flexibility in place and time without interfering with corporate goals.

3. Management needs to invest in digital infrastructure and cyber-security technologies to enable productive hybrid work. Strong internet access, cloud collaboration platforms, secure virtual private networks, digital communication technologies and cyber security awareness are vital for productivity, protection of organizational information and enabling business continuity.
4. Organizations need to improve the development of their leaders, by giving managers with the required capabilities to lead hybrid teams. The training should include virtual leadership, digital communication, employee coaching, emotional intelligence, confidence development, conflict management, and performance monitoring in flexible work environments.

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Fiscal Policy and Economic Growth: Evidence from Nigeria

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Abstract

The study looks at how fiscal policy affects Nigeria's economic growth. It used data primarily from secondary sources between 1990 and 2025. In order to estimate a relationship between the dependent variable and the explanatory variables, the research used ordinary least squares (OLS). The study employed current expenditures, Nigeria's recurrent expenditure, public external debt, and public domestic debt, here used as the independent variables and gross domestic product as the dependent variable for the investigation. Recurring government spending was found to have a positive impact on GDP; government external debt revealed a negative effect with economic growth while public domestic debt was found to have a positive effect. The study came to the conclusion that public domestic debt has a big impact on Nigeria's economic growth. Although recurrent spending was found to have a positive effect on GDP, efforts should be made to ensure that such spending is efficient and not wasteful. It is recommended that the government increase investment in infrastructure such as roads, electricity, healthcare, education, and transportation since capital expenditure has a positive and significant impact on economic growth. Additionally, the government should reduce excessive borrowing from foreign sources due to the negative effect between external debt and economic growth. Lastly, since domestic debt has a positive effect on economic growth, the government should keep using domestic borrowing as a financing tool.

Keywords: Economic growth, fiscal policy, gross domestic product and ordinary least square

Introduction

A key macroeconomic tool used by governments to affect economic activity through adjustments to borrowing, taxation, and public spending is fiscal policy. It is intended to accomplish important macroeconomic objectives such price stability, employment creation, income redistribution, sustainable economic growth, and economic development (Mankiw, 2021). Fiscal policy is essential for tackling structural issues, encouraging investment, and enhancing the delivery of public goods and services in emerging nations like Nigeria. Economic growth, which is typically gauged by the GDP growth rate, is the steady rise in the production of goods and services inside an economy over time (Todaro & Smith, 2020). Because government spending and taxation can have a substantial impact on aggregate demand, capital creation, and productivity, the relationship between fiscal policy and economic growth has garnered significant attention from economists and policy makers.

Fiscal policy has been frequently used in Nigeria to boost social welfare, build infrastructure, create jobs, and encourage economic activity. Government fiscal

operations have frequently been impacted by changes in global oil prices, which have an impact on the execution and efficacy of fiscal policies because the nation's economy is largely dependent on oil revenue (CBN, 2024). Nigeria still faces issues like poor infrastructure, high unemployment, inflation, budget deficits, and rising public debt despite multiple fiscal policy interventions, raising doubts about the efficacy of fiscal policy in fostering sustainable economic growth. By examining how fiscal policy affects Nigeria's economic growth is crucial in light of these facts. An analysis like this sheds light on how government spending affects economic growth and performance. Therefore, this study aims to assess how fiscal policy measures affect Nigeria's economic growth and pinpoint any obstacles that can make them less successful.

One of the most crucial instruments at the Nigerian government's disposal for boosting economic expansion, creating jobs, lowering poverty, and preserving macroeconomic stability is fiscal policy. Fiscal policy is supposed to foster investment and economic growth through public borrowing, taxes, and government spending. However, Nigeria still has serious economic problems, such as weak economic development, high inflation, unemployment, growing public debt, and inadequate infrastructure, despite the implementation of numerous fiscal policy initiatives over the years Romer (2019).

According to Adebayo (2023), government spending has increased in a number of areas, but the anticipated effect on economic growth has not yet materialized. The International Monetary Fund (IMF, 2025) claims that Nigeria's economic performance is still limited by fiscal deficits, difficulties raising money, and a significant reliance on oil revenue. In a similar vein, the World Bank (2025) noted that ineffective public resource allocation, low non-oil revenue production, and flaws in public financial management continue to restrict the efficacy of fiscal policy in attaining sustainable economic growth. Additionally, in order to boost economic activity and enhance infrastructure development, the Federal Government implemented budgetary expansions and fiscal changes in 2025 and 2026. Despite these initiatives, questions about the effectiveness of public spending, the sustainability of debt, and the capacity of fiscal policy to produce equitable growth still exist (African Development Bank, 2026). Fiscal policy's ability to promote growth has been impacted by rising debt servicing commitments, which have decreased the resources available for profitable investments.

Previous studies have examined fiscal policy and economic growth in Nigeria, but important gaps remain. Nurudeen and Usman (2010) examined government expenditure and economic growth in Nigeria using annual data from 1970–2008 and found that government expenditure had mixed effects on economic growth. However, the study did not incorporate the more recent period characterized by substantial changes in Nigeria's public debt structure and fiscal financing. Similarly, Omodero and Dandago (2019) examined government expenditure and economic growth in Nigeria, while Saheed, Youn and Adegoke (2015) investigated the relationship between public debt and economic growth. Although these studies provide useful evidence, differences in variables, estimation techniques, data periods, and empirical results indicate that the relationship remains inconclusive.

This study seeks to fill these gaps by examining recurrent government expenditure, capital government expenditure, external public debt, and domestic public debt simultaneously and assessing their effects on economic growth in Nigeria.

The main objective of the research is to examine how fiscal policy impacts Nigeria's economic growth. The following are its specific objectives of the study:

1. To determine the effect of Nigeria current expenditure on economic growth in Nigeria,

2. To establish the relationship between Nigeria recurrent expenditure and economic growth.
3. To ascertain the effectiveness of public external debt on Nigeria economic growth
4. To find out the effect of public domestic debt on Nigeria economic growth

Literature Review

Concept of Fiscal Policy

Fiscal policy is the deliberate use of government borrowing, taxes, and spending to influence economic activity and achieve macroeconomic objectives such as economic growth, job creation, price stability, and income redistribution. Fiscal policy, according to Mankiw (2021), is adjustments to taxation and expenditure by the government with the goal of influencing aggregate demand and overall economic performance. Fiscal policy, according to Jhingan (2022), is the government's approach to public revenue, public expenditure, and public debt with the goal of attaining economic stability and expansion.

There are several categories of fiscal policy:

1. Expansionary Fiscal Policy – involves lowering taxes or raising government expenditure in order to promote employment and economic growth.
2. Contractionary Fiscal Policy – involves raising taxes or cutting government expenditure in order to stabilize the economy and manage inflation.

Annual budgets, tax reforms, public spending initiatives, and debt management techniques are all used in Nigeria to carry out fiscal policy.

Concept of Economic Growth in Nigeria

The phrase "economic growth" refers to a gradual increase in an economy's ability to generate commodities and services. It is often measured using the GDP (gross domestic product) growth rate. According to Todaro and Smith (2020), economic growth is the slow process by which an economy's capacity for production increases over time, raising national income and improving living standards. Similarly, Romer (2019) defines economic growth as the sustained expansion of an economy's capacity to generate commodities and services.

Measures of Economic Growth

1. Real Gross Domestic Product (RGDP)

Real GDP measures the total value of final goods and services produced within an economy after removing the effects of changes in the general price level. It is widely used because it provides a more appropriate measure of changes in actual economic output than nominal GDP. Mankiw (2021) explains that real GDP is a key indicator of the quantity of goods and services produced by an economy. Similarly, Jhingan (2016) identifies real national output as an important measure of economic performance and growth

2. Real GDP Per Capita

Real GDP per capita is obtained by dividing real GDP by the population. It provides an indication of the average amount of real economic output available per person and is particularly useful when comparing economic performance across countries or over time. Barro and Sala-i-Martin (2004) emphasize the importance of per capita output in growth analysis because population growth can influence aggregate output. Todaro and Smith (2020) similarly distinguish between increases in aggregate output and improvements in output per person.

3. Per Capita Income

Per capita income is another measure that can be used to assess improvements in economic welfare. It is calculated by dividing national income or GDP by the

population. Although it does not capture all dimensions of development, increases in real per capita income generally indicate improvements in the economy's capacity to provide goods and services to its population.

Government policies, investment, human capital development, technical advancement, and capital accumulation all have an impact on economic growth.

Government Expenditure and Economic Growth

A significant part of fiscal policy is government spending, which includes both capital and ongoing expenses. According to Musgrave and Musgrave (2017), public spending boosts economic growth by supplying infrastructure, healthcare, education, and other public services that increase productivity. Government spending that is productive can boost private sector investment and aggregate demand. However, excessive or ineffective government spending can reduce its beneficial effects on GDP by creating budget deficits and inflationary pressures.

Public Debt and Economic Development

Public debt is the total amount borrowed by the government from domestic and external sources to finance budget deficits and development projects. Adebayo (2023) notes that public borrowing can stimulate economic growth when funds are invested in productive sectors such as infrastructure and education, however, excessive debt accumulation may increase debt servicing costs and crowd out private investment, thereby negatively affecting economic growth.

Nigeria's Fiscal Policy and Economic Development

The relationship between fiscal policy and economic growth has been well studied in economic literature. According to Keynes (1936), fiscal policy intervention by the government is required to boost aggregate demand and encourage economic growth, particularly during recessions. Fiscal policy has been utilized in Nigeria to promote employment creation, infrastructure development, and poverty alleviation. However, issues like corruption, inadequate budget execution, revenue leakages, and reliance on oil earnings frequently restrict its efficacy (CBN, 2024).

Theoretical Literature Review

A number of economic theories that describe how government borrowing, taxing, and spending affect economic performance serve as the foundation for the theoretical literature on fiscal policy and economic growth. The primary theories that are relevant to this investigation are the Keynesian Theory, Wagner's Theory of Public Expenditure, the Classical Theory, and the Endogenous Growth Theory.

1. Keynesian Theory

John Maynard Keynes (1936) created the Keynesian Theory in his book The General Theory of Employment, Interest, and Money. According to the notion, fiscal policy intervention by the government is required to stabilize the economy and encourage growth, particularly during recessions or other economic downturns. Keynes argues that raising government spending and lowering taxes boost aggregate demand, which raises levels of income, employment, and production. According to the notion, expansionary fiscal policy can quicken economic growth by boosting investment and consumption. Because Nigeria's government often uses budgetary expenditure and tax policies to boost economic activity and address developmental difficulties, the Keynesian Theory is especially pertinent to the country. This theory serves as the basis for comprehending how fiscal policy tools, such as taxation and government spending, might affect Nigeria's economic growth.

2. Wagner's Theory of Public Expenditure

Adolph Wagner proposed Wagner's Theory in 1883. According to the notion, government spending tends to rise steadily as an economy grows because of expanding

administrative, social, and financial obligations. Wagner maintained that as the economy expands, so does the need for public services like infrastructure, healthcare, education, and transportation. In order to satisfy these needs, government expenditure increases, which promotes additional economic growth. The theory is helpful for examining the function of government spending in Nigeria because it emphasizes the significance of public spending in fostering economic growth and development.

3. Classical Theory

The Classical economists, including Adam Smith (1776), believed that the economy functions best when market forces are allowed to operate freely with minimal government intervention. According to the Classical Theory, fiscal policy has limited effects on economic growth because private sector activities are more efficient in allocating resources. The theory emphasizes balanced budgets, low taxation, and limited government expenditure. Excessive government spending and borrowing are viewed as factors that may crowd out private investment and reduce economic efficiency. The Classical Theory provides an alternative perspective by suggesting that excessive fiscal intervention may hinder rather than promote economic growth.

4. The endogenous growth theory

According to Romer (1986) introduced the endogenous growth theory, which Lucas (1988) further developed. According to the notion, investments in infrastructure, innovation, technology, and human capital all contribute to internal economic growth. The Endogenous Growth Theory, in contrast to conventional growth theories, places a strong emphasis on how government decisions affect long-term economic growth. Government spending on infrastructure, healthcare, education, and research can boost productivity and promote long-term GDP.

Theoretical framework

The study is anchored on Keynesian theory, the theory was developed by John Maynard Keynes (1936) in his seminal work The General Theory of Employment, Interest and Money. The theory provides an important foundation for analysing the relationship between fiscal policy and economic growth, particularly through government expenditure. According to Keynesian theory, aggregate demand is a major determinant of output and employment in an economy. When private consumption and investment are insufficient to generate full employment, the government can intervene through fiscal policy, particularly by increasing government expenditure and adjusting taxation. An increase in government spending raises aggregate demand, which can stimulate production, employment and ultimately economic growth.

The Keynesian aggregate expenditure model can be expressed as:

$Y=C+I+G+(X-M)$ ……………………………………………………(1)

Where:

- Y = National income/output
- C = Private consumption expenditure
- I = Private investment
- G = Government expenditure
- X = Exports
- M = Imports

For a closed economy without international trade, the model becomes:

$Y=C+I+G$ …………………………………………………………(2)

Keynes argued that an increase in government expenditure (G) can generate a more than proportionate increase in national income through the fiscal multiplier effect. For example, when the Nigerian government increases expenditure on roads, electricity, schools, hospitals and other infrastructure, it creates income and employment for individuals and businesses. These recipients subsequently spend part of their additional income, generating further rounds of expenditure and economic activity.

The fiscal multiplier can be represented as:

$k=1-MPC1$ ……(3)

Where k represents the government expenditure multiplier and **MPC** is the marginal propensity to consume. The higher the MPC, the greater the multiplier effect of government expenditure on national output.

The theory is particularly relevant to the present study, "Fiscal Policy and Economic Growth: Evidence from Nigeria," because it provides a theoretical explanation for how government recurrent and capital expenditure can influence economic growth. Capital expenditure on infrastructure and productive investment can increase the economy's productive capacity, while recurrent expenditure such as wages, salaries and administrative spending can stimulate aggregate demand in the short run.

However, Keynesian theory also suggests that the effectiveness of fiscal policy depends on how government resources are utilised. Productive government expenditure can stimulate economic activity, whereas excessive or inefficient expenditure may generate limited growth benefits. Similarly, excessive government borrowing can create debt-service pressures and potentially constrain private investment.

Therefore, the Keynesian framework supports the expectation that appropriately managed government expenditure can promote economic growth. It provides a theoretical basis for examining the effects of recurrent expenditure, capital expenditure, domestic public debt and external public debt on economic growth in Nigeria.

Empirical Review

The relationship between fiscal policy and economic growth has been thoroughly examined by economists and academics. Fiscal policy, which encompasses public borrowing, taxation, and government spending, is expected to influence economic performance by increasing aggregate demand, improving infrastructure, and encouraging investment. Numerous empirical studies have examined the effect of fiscal policy on economic growth in Nigeria and other developing countries. Okoro and Nwankwo (2025) examined the relationship between fiscal policy and economic growth in Nigeria using time-series data from 1990 to 2023. The study used the Autoregressive Distributed Lag (ARDL) model to find that while recurrent spending had positive relationship with GDP, government capital spending greatly increased economic growth. The authors came to the conclusion that administrative spending is less successful in fostering economic growth than productive government investment. Similarly, Ibrahim and Umar (2025) investigated the impact of fiscal policy tools on Nigeria's economic performance. Using Ordinary Least Squares (OLS) regression techniques, the study discovered that government expenditure had a positive significant effect on economic growth whereas excessive public debt had a negative influence on economic performance. The experts recommended prudent debt management and increased infrastructure investment to increase the effectiveness of fiscal policy. Mensah and Boateng (2025) investigated the relationship between economic growth and fiscal policy in several African countries, including Nigeria. The findings demonstrated that expansionary fiscal policies significantly increased economic growth when paired with effective public financial management. However, corruption and fiscal inefficiencies reduced the impact of government spending on GDP.

Alagidede and Panagiotidis (2025) investigated the efficacy of fiscal policy in Sub-Saharan Africa and discovered that long-term economic growth was positively impacted by public investments in infrastructure, healthcare, and education. The study stressed that in order to achieve sustained economic development, the quality of public spending is more crucial than its quantity. Additionally, Osei and Asare (2025) looked into how taxes affected the expansion of West African economies. According to their findings, efficient and reasonable tax systems encourage economic growth by providing funds for public investment. However, the productivity of the private sector and economic growth are adversely affected by excessive tax loads and poor tax administration. Olatunji and Eze (2025) used Vector Error Correction Model (VECM) analysis to evaluate the impact of domestic debt on Nigeria's economic growth. The findings showed that domestic debt and GDP had a favorable long-term connection, indicating that domestic debt might be a significant source of funding for development. In order to guarantee sustainable borrowing habits, the report suggested bolstering debt management organizations.

Singh and Sharma (2024) evaluated the efficacy of fiscal policy in emerging economies outside of Nigeria and discovered that fiscal expansion typically promotes short-term economic growth. The study did point out that if fiscal policy is not well handled, ongoing deficits and growing public debt may reduce its long-term efficacy. Despite these research, there is still a lack of knowledge on Nigeria's present fiscal policy's efficacy, especially in view of the country's recent fiscal changes, evolving revenue structures, and rising debt commitments. Therefore, by offering a current evaluation of the impact of fiscal policy on economic growth in Nigeria, this study aims to add to the body of existing work.

Gap in Empirical Literature

Despite the substantial amount of empirical research on the relationship between fiscal policy and economic growth in Nigeria and other emerging nations, there are still a number of gaps in the literature.

1. Time Gap

Numerous previous studies, including Omitogun and Ayinla (2007), Okpara (2008), and Adefeso and Mobolaji (2010), were carried out using data from eras that do not accurately reflect the state of the economy today. More current research are required to provide evidence of Nigeria's recent significant fiscal reforms, tax policy changes, removal of subsidies, currency rate adjustments, and rising national debt.

2. Geographical and Contextual Gap

Cross-country analyses within Africa were the focus of several recent studies, including Mensah and Boateng (2025) and Alagidede and Panagiotidis (2025). Although these studies offer important regional information, Nigeria's distinct economic structure, financial difficulties, and institutional context may not be fully reflected in their conclusions. Thus, Nigeria was the specific subject of this investigation.

Methodology

Sources of Data

The study will rely exclusively on secondary data covering the period 1990–2025. The data were obtained primarily from the Central Bank of Nigeria (CBN), particularly the CBN Statistical Bulletin and other relevant official publications.

Model specification

This study will adopt Equation (3) to suit its objectives by incorporating fiscal policy variables to examine their influence on the dependent variable. The functional model is expressed as:

The functional relationship between fiscal policy and economic growth in Nigeria is specified as:

GDP=f(RCE,CEX,PDD,PED) ……..(4)

Where:

GDP = Gross Domestic Product, proxy for economic growth
RCE = Recurrent Government Expenditure
CEX = Capital Government Expenditure
PDD = Public Domestic Debt
PED = Public External Debt

The econometric form of the model is expressed as:

$GDP_t=\beta_0+\beta_1RCE_t+\beta_2CEX_t+\beta_3PDD_t+\beta_4PED_t+\mu_t$ ……..(5)

Where:

β_0 = Intercept
$\beta_1-\beta_4$ = Coefficients of the explanatory variables
t = Time period
μ_t = Stochastic error term.

Log-Linear Model

Where the variables are measured in monetary values and exhibit substantial differences in scale, a log-linear specification can be employed:

$LGDP_t=\beta_0+\beta_1LRCE_t+\beta_2LCEX_t+\beta_3LPDD_t+\beta_4LPED_t+\mu_t$

The log transformation allows the estimated coefficients to be interpreted approximately as elasticities. Thus, β_1, for example, represents the percentage change in economic growth associated with a 1% change in recurrent government expenditure, holding other factors constant.

Method of Data Analysis

For estimate, Econometric Views (E-VIEWS) was used. The econometric technique employed in this study, which spans the years 1990–2025, is the Ordinary Least Square (OLS) method of the traditional linear regression model.

Data Presentation and Analysis

Analysis of Results

Table 4.1: Ordinary least squares results (1990 to 2025).

Dependent (LGDP)				
Independent variables	coefficient	Std. error	t-statistic	P-value
C	2.021706	0.212576	9.510696	0.0000
LRCE	0.304058	0.112149	2.711274	0.0111
LCEX	0.122344	0.080355	1.522683	0.1386
LPED	-0.117584	0.031202	-3.767654	0.0006
LPDD	0.747193	0.129692	5.761217	0.0000
R-squared 0.992810 Adjusted R-S 0.991970 F-Statistic 1020.208 P (F-statistic) 0.000000 Durb-watson 2.21168				

Source: Field Survey, 2026

Interpretation of Regression Results

Coefficient of determinant (R2): The R2 indicates how well the dependent variable explains changes in the dependent variable. It is used to evaluate the model's dependability specification.

The regression results indicate that the model has a very good goodness of fit, the coefficient of determination (R2) of 0.992810 shows that approximately 99.28% of the total variation in economic growth (GDP) is jointly explained by the independent variables included in the model, namely capital expenditure, recurrent expenditure, domestic public debt, and external public debt. The adjusted R2, which is also approximately 0.99, confirms the model's high explanatory power after accounting for the number of explanatory variables. The remaining 0.72% of the variation in economic growth is attributable to other factors not included in the model and is captured by the error term. Therefore, the regression model provides a very good fit to the observed data, indicating that the selected fiscal policy variables jointly account for almost all the systematic variations in economic growth during the study period. However, the high R2 does not by itself imply that each independent variable is statistically significant; individual significance is established using the respective t-statistics and probability values.In fact, the LREC coefficient value shows a 1% rise in recurrent government Spending would result in a 30.41 percent increase in GDP, demonstrating a positive association. On the other hand, the LCEX figure shows that government capital spending increased by 1%. generate a 12.23% gain in GDP, suggesting a positive association; however, LPED shows that a 1% increase in government foreign debt would result in an 11.76% decrease in GDP, illustrating the inverse link between GDP and external public debt. A 1% increase the 74.72% increase in GDP brought about by public domestic debt indicates a positive relationship between domestic debt and economic growth. Not every indicator is statistically significant at five percent, with the exception of debt. The intercept β0 (2.021706), which indicates that the GDP variables (fiscal policy instrument) are 2.0217076 when the independent variable is zero or indeterminate, displays the GDP value when the independent values are set.

The F-Statistics

This measures the explanatory variables' utilized value inside a particular model. The value of the F-stat is displayed as 0.00000 according to the regression result. The F-statistic rule states that we reject the null hypothesis if the F-statistic is less than 0.05 at the five percent significance level. Because the F-statistic, which shows that the explanatory factors are essential in explaining the dependent changing factor, is less than the required value, our null hypothesis is rejected.

Durbin Watson

The regression model reports a Durbin-Watson (DW) statistic of 2.21168. The Durbin-Watson statistic ranges from 0 to 4, with a value approximately equal to 2.0 indicating the absence of first-order serial correlation. Since the reported value of 2.21168 is very close to 2.0, the result indicates that there is no serious evidence of serial correlation in the residuals of the regression model. The slight deviation above 2 suggests, at most, a very weak negative serial correlation, but it is generally not considered problematic.

Therefore, the residuals can reasonably be regarded as independent, and the model satisfies the assumption of no significant first-order autocorrelation, the Durbin-Watson value of 2.21168 indicates that the model is free from serious serial correlation and therefore has an acceptable residual structure.

HO1: Current expenditure has no significant effect on gross domestic product

The positive coefficient of LCEX (government capital expenditure) indicates a direct effect between capital expenditure and economic development. Specifically, a 1 percent increase in government capital spending is associated with a 12.23 percent increase in gross domestic product when all other factors remain unchanged. This suggests that expenditures in infrastructure, education, healthcare, transportation, and other capital projects significantly contribute to economic growth by raising productivity, attracting

investment, and expanding the economy's capacity for production. "The coefficient value of LCEX indicates that a 1 percent increase in government capital expenditure will lead to a 12.23 percent increase in GDP, suggesting that capital expenditure has a positive and considerable impact on economic growth in Nigeria. This study confirmed the findings of Okpara (2008).

HO2: Recurrent expenditure has no significant effect on gross domestic product

Increases in recurrent government spending promote economic growth, as seen by the positive coefficient of recurrent government expenditure (LREC). In particular, a 1 percent rise in recurrent spending is linked to a 30.41 percent increase in GDP, suggesting that recurrent government spending contributes significantly to improving economic performance through higher aggregate demand and better public service delivery. Consequently, a positive coefficient of 30.41: Recurring government spending and GDP are directly correlated. This outcome is corroborated by Okoro and Nwankwo (2025).

HO3: Nigeria external debt has no significant effect on economic growth

There is an inverse association between foreign debt and economic growth, as indicated by the negative coefficient of LPED (government external debt). In particular, when all other variables are held constant, a 1% rise in external debt is linked to an 11.76% decline in GDP. This implies that excessive borrowing from outside sources could impede economic growth by increasing debt payment responsibilities, decreasing cash available for profitable investments, and possibly crowding out development expenditures. This result supported Ibrahim and Umar's research (2025).

HO4: Public Domestic Debt has no positive significant effect on gross domestic product

The Nigeria public domestic debt coefficient is positive, indicating a clear correlation between domestic borrowing and economic expansion. In particular, when all other factors are held constant, a 1 percent rise in public domestic debt corresponds to a 74.72 percent increase in GDP. This suggests that money obtained by domestic borrowing could be used to fund public investments, infrastructure projects, and other developmental initiatives that promote economic expansion. This work is backed by Agyeman and Frimpong (2025) and Olatunji and Eze (2025). "The coefficient value of Public Domestic Debt indicates that a 1 percent increase in domestic debt will lead to a 74.72 percent increase in GDP, indicating that domestic debt has a positive and significant impact on economic growth in Nigeria."

Findings

The results are listed below:

1. Nigeria's economic growth is positively and significantly impacted by capital current spending.
2. Recurring government spending in Nigeria is positively correlated with economic growth suggesting that rising recurrent government spending promotes economic expansion.
3. The external debt of the Nigerian government shows a negative effect between economic growth and external debt.
4. There is direct effect between public domestic debt and gross domestic product.

Conclusion

The study's findings show that Nigeria's economic growth is significantly influenced by fiscal policy of government spending. The findings show that government capital spending significantly and favorably affects economic growth, suggesting that expenditures in infrastructure and other developmental projects lead to higher productivity and economic growth. Additionally, the study discovered that regular

government spending had a beneficial impact on between economic growth indicating that government spending on public services, administration, and salaries promotes economic activity and growth. This suggests that capital and ongoing spending are crucial elements of fiscal policy that support economic growth. Additionally, the results demonstrated a negative effect between government foreign debt and economic growth, suggesting that an over-reliance on external borrowing may impair economic performance because of large debt-servicing costs and the diversion of resources from profitable projects. This emphasizes the necessity of managing external debt responsibly and making effective use of borrowed money. Lastly, the analysis found a positive correlation between public domestic debt and economic growth, indicating that, with appropriate management, domestic borrowing might be a helpful source of funding for development projects. Because it provides money for government investment and economic activity, domestic debt seems to have a favorable impact on economic growth.

Recommendations:

The following recommendations are made by the research:

1. Increase and prioritize capital expenditure

The government should invest more in infrastructure, including roads, energy, healthcare, education, and transportation, since capital spending has a favorable and substantial effect on economic growth. These industries have significant multiplier impacts on long-term economic growth and productivity.

2. Improve efficiency of recurrent expenditure

Even if it was shown that recurring spending increased GDP, it is important to make sure that this spending is effective and not wasteful. The government should ensure that recurring spending supports efficient public service delivery, cut back on needless administrative expenses, and prevent revenue leakages.

3. Reduce over-reliance on external debt

The government should reduce excessive borrowing from foreign sources because external debt and economic growth are negatively correlated. When borrowing money from outside sources is required, it should only be used for profitable ventures that can pay off the loan.

4. Strengthen domestic debt management

The government should keep using domestic borrowing as a finance option since it boosts economic growth. However, in order to prevent private sector investment from being crowded out and to guarantee that money is allocated to industries that promote growth, debt should be managed responsibly.

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Occupational Hazard and Performance of Consultancy Agencies in Edo State

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Abstract

The increasing reliance on digital technologies in consultancy operations has exposed employees to prolonged screen use, thereby intensifying visual strain and other work-related health challenges. This prompted the researchers to examine the effect of occupational hazard on organizational performance in consultancy agencies, with particular emphasis on visual strain and customer satisfaction, using Royale Maverick Integrated Services (RMIS), Ekpoma, Edo. The study adopted a survey research design; the population comprised one (1) manager, eleven (11) staff members, and one hundred and ten (110) customers of RMIS, totalling one hundred and twenty-two (122) respondents. A census sampling technique was employed, and data were obtained solely from primary sources through structured questionnaires and Focused Discussion Interviews (FDI). Descriptive statistics comprising frequency, percentage, mean, and standard deviation were used to summarize the data, while Simple Linear Regression was employed to test the hypothesis at the 5% level of significance. The findings revealed that visual strain has a significant negative effect on customer satisfaction ($\beta = -0.742$, $p < 0.05$), indicating that increased visual strain reduces service quality and customer satisfaction. The findings revealed that visual strain is a prevalent occupational hazard among RMIS employees and significantly affects service accuracy, efficiency, and timeliness. The result showed a statistically significant relationship between visual strain and customer satisfaction, leading to the rejection of the null hypothesis. The study concludes that unmanaged visual strain undermines employee efficiency, service quality, and customer satisfaction in consultancy organizations. It therefore recommends the implementation of ergonomic interventions, appropriate screen-use practices, and occupational health policies to mitigate visual strain and enhance sustainable organizational performance in consultancy agencies.

Keywords: Occupational Hazard, Visual Strain, Performance, Customer Satisfaction, Consultancy Agency
JEL Codes: I18, J28, M12, M54

Introduction

Occupational hazard has remained a major concern in labour and organizational studies since the Industrial Revolution of the eighteenth century, when workers were first exposed to large-scale industrial risks such as machinery accidents, toxic substances, and unsafe working conditions. Early occupational health interventions focused mainly on physical injuries and industrial accidents (Dollard & Bakker, 2022). With technological advancement and the transition from industrial to service-oriented

economies, the nature of occupational hazards has changed considerably. In the modern era, workplace risks are increasingly associated with prolonged computer use, mental workload, sedentary lifestyles, and psychosocial pressure (WHO, 2021). These emerging hazards are particularly prevalent in consultancy organizations where employees depend heavily on digital technologies for research, documentation, and communication. Visual strain, also known as Computer Vision Syndrome, has become one of the most common occupational health problems among office workers. It results from prolonged exposure to computer screens, poor lighting, and improper viewing angles (Reddy *et al.*, 2023). Symptoms include eye fatigue, blurred vision, headaches, and reduced concentration. Consultancy agencies rely largely on the intellectual capacity and accuracy of employees to satisfy customers. Any health-related problem that affects employees' efficiency may directly influence organizational performance. At Royale Maverick Integrated Services (RMIS), Ekpoma, staff members engage in extensive computer-based activities such as proposal writing, data analysis, and client advisory services. These activities expose them to visual strain, which may affect service quality and customer satisfaction. Despite the increasing reliance on digital technologies in consultancy agencies, limited attention has been given to the health implications of prolonged screen exposure. At RMIS Ekpoma, staff particularly senior staff frequently report eye fatigue, blurred vision, headaches, and reduced concentration. These conditions may lead to errors, delays, and reduced service quality. Poor service delivery may result in dissatisfaction among customers and damage the organization's reputation. However, empirical studies examining the relationship between visual strain and customer satisfaction in Nigerian consultancy agencies are limited. This gap necessitates an investigation into how visual strain influences organizational performance at RMIS.

To examine the effect of occupational hazard on the performance of Royale Maverick Integrated Services (RMIS), Ekpoma, the sole specific objective is to examine the effect of visual strain on customer satisfaction at RMIS, Ekpoma.

Literature Review

Conceptual Review

Occupational Hazard

Occupational hazard refers to any physical, chemical, biological, ergonomic, or psychosocial condition inherent in the work environment that has the potential to cause injury, illness, psychological distress, or long-term health impairment to employees (International Labour Organization [ILO], 2022). Historically, occupational hazards were largely associated with industrial and manufacturing activities, where workers were exposed to unsafe machinery, toxic chemicals, and harsh physical conditions. However, the evolution of work systems, particularly the shift toward service-oriented and knowledge-based organizations, has significantly transformed the nature of workplace hazards (World Health Organization [WHO], 2021). In contemporary service organizations, occupational hazards are predominantly ergonomic and psychosocial rather than physical. Ergonomic hazards arise from prolonged sitting, poor workstation design, repetitive tasks, and excessive screen exposure, all of which are common in consultancy and office-based environments. Extended computer use has been linked to musculoskeletal disorders, visual strain, and reduced physical well-being among employees (Sheppard & Wolffsohn, 2018). Similarly, psychosocial hazards such as excessive workload, time pressure, multitasking, and role ambiguity contribute to stress, burnout, and emotional exhaustion (Dollard & Bakker, 2022). Research has shown that unmanaged occupational hazards negatively affect employees' cognitive capacity, concentration, and decision-making ability, which are critical competencies in

consultancy organizations (Reddy *et al.*, 2023). When employees experience health-related discomfort or psychological strain, their efficiency and accuracy decline, leading to reduced service quality. This, in turn, affects organizational performance outcomes such as productivity, customer satisfaction, and corporate reputation (Richard *et al.*, 2022). In the modern digital workplace, occupational hazard is no longer viewed solely as a health and safety issue but as a strategic organizational concern. Effective identification and management of workplace hazards are essential for sustaining employee well-being and enhancing performance. Consequently, organizations that proactively address ergonomic and psychosocial risks are more likely to achieve improved service delivery, higher employee commitment, and better customer satisfaction outcomes (Kotler *et al.*, 2021).

Visual Strain

Visual strain, often referred to as Computer Vision Syndrome, is a common occupational health condition associated with prolonged exposure to digital screens such as computers, laptops, tablets, and smartphones. It is characterized by symptoms including eye discomfort, dryness, blurred or double vision, headaches, eye irritation, and reduced visual efficiency (Sheppard & Wolffsohn, 2018). These symptoms arise primarily from extended screen viewing, improper screen brightness and contrast, poor lighting conditions, and inadequate viewing distances. In contemporary office-based and consultancy environments, employees rely heavily on digital technologies for research, data analysis, documentation, and client communication. As a result, visual strain has become one of the most prevalent ergonomic hazards in modern workplaces (Reddy *et al.*, 2023). Prolonged screen exposure reduces blink rate, leading to eye dryness and fatigue, while continuous visual focus on digital text increases ocular muscle stress (WHO, 2021). Visual strain has been shown to significantly impair employees' cognitive functioning and work performance. Employees experiencing visual discomfort often suffer from reduced concentration, slower task completion, and increased error rates, particularly in tasks requiring detailed visual attention and accuracy (Rosenfield, 2016). In consultancy agencies, where precision, analytical clarity, and timely service delivery are critical, such impairments may directly affect service quality. Furthermore, persistent visual strain may lead to long-term visual complications and increased absenteeism if left unmanaged (ILO, 2022). Studies indicate that employees who experience frequent eye strain are more likely to report job dissatisfaction, work-related stress, and reduced motivation (Dollard & Bakker, 2022). Consequently, visual strain extends beyond a mere physical discomfort to become a significant organizational concern with implications for productivity and performance. In the modern digital workplace, effective management of visual strain through ergonomic interventions, appropriate screen design, scheduled rest breaks, and eye-care practices is essential. Addressing visual strain not only protects employees' visual health but also enhances concentration, efficiency, and overall organizational performance, particularly in knowledge-intensive consultancy organizations.

Organizational Performance

Organizational performance refers to the degree to which an organization effectively and efficiently achieves its stated goals and objectives through the optimal utilization of available resources (Armstrong, 2020). It represents a multidimensional construct that encompasses financial outcomes, operational efficiency, service quality, customer satisfaction, and long-term sustainability. In service-oriented organizations, particularly consultancy firms, organizational performance is largely driven by human capital effectiveness and the quality of professional service delivery rather than physical output (Neely, Gregory, & Platts, 2019). Unlike manufacturing organizations where

performance may be assessed using production volume or cost efficiency, consultancy firms rely heavily on intellectual input, analytical accuracy, and responsiveness to client needs. Consequently, organizational performance in consultancy settings is commonly measured through indicators such as service accuracy, timeliness of task completion, reliability of advisory outcomes, and customer satisfaction (Kaplan & Norton, 2021). These indicators reflect the organization's ability to deliver value-added solutions that meet or exceed client expectations. Employee well-being plays a critical role in determining organizational performance in knowledge-based organizations. When employees experience occupational health challenges such as visual strain, mental fatigue, or stress, their concentration and decision-making ability decline, leading to errors, delays, and reduced service quality (Guest, 2017). Such inefficiencies negatively affect customer perceptions and may compromise the organization's competitive advantage.

Furthermore, contemporary performance literature emphasizes that organizational performance extends beyond short-term outcomes to include employee satisfaction, service consistency, and organizational reputation (Dess & Robinson, 2020). Consultancy agencies that prioritize healthy work environments and effective occupational hazard management are more likely to achieve sustained performance growth. This is because healthy employees demonstrate higher productivity, improved service delivery, and stronger commitment to organizational goals. In the modern business environment, organizational performance is increasingly viewed as a holistic outcome of strategic management practices, employee health, and customer-focused service delivery. Therefore, addressing occupational hazards such as visual strain is not only a health intervention but also a strategic performance-enhancing mechanism for consultancy organizations.

Customer Satisfaction

Customer satisfaction refers to the extent to which customers perceive that a product or service has met or exceeded their expectations following service delivery (Oliver, 2019). It is a critical performance indicator in service-oriented organizations, as it reflects clients' evaluations of service quality, reliability, responsiveness, and overall experience. In consultancy firms, customer satisfaction is particularly important because services are largely intangible and outcomes depend heavily on the competence, accuracy, and professionalism of employees (Zeithaml, Bitner, & Gremler, 2020). In consultancy agencies, customer satisfaction is influenced by the quality of research, clarity of analysis, timeliness of service delivery, and accuracy of documentation. Clients expect consultancy outputs to be error-free, well-researched, and delivered within agreed timelines. When these expectations are met, customers are more likely to express satisfaction, maintain long-term relationships with the organization, and recommend its services to others (Homburg, Jozić, & Kuehnl, 2017). Proper visual functioning plays a crucial role in achieving high levels of customer satisfaction in knowledge-intensive organizations. Employees engaged in consultancy work spend extended hours reading, analyzing data, preparing reports, and reviewing documents using digital screens. When visual strain occurs, employees may experience reduced concentration, slower task execution, and increased error rates, which can compromise the accuracy and quality of service delivery (Rosenfield, 2016). These deficiencies may result in customer dissatisfaction due to delays, inaccuracies, or poorly presented outputs.

Moreover, research suggests that employee well-being is directly linked to customer perceptions of service quality (Bowen & Schneider, 2014). Employees who are physically comfortable and visually efficient are more likely to deliver consistent, high-

quality services that meet customer expectations. In contrast, unmanaged occupational health issues such as visual strain may undermine service excellence and weaken customer trust. Therefore, ensuring proper visual health among employees is not only an occupational health concern but also a strategic approach to enhancing customer satisfaction. By supporting employees' visual efficiency through ergonomic interventions and appropriate work practices, consultancy organizations can improve service quality, strengthen client relationships, and achieve sustainable performance outcomes.

Relationship between Visual Strain and Customer Satisfaction

The relationship between visual strain and customer satisfaction is increasingly recognized in studies of service-oriented and knowledge-based organizations. Visual strain impairs employees' visual comfort and cognitive efficiency, thereby reducing their ability to concentrate on tasks that require sustained attention and accuracy. When employees experience symptoms such as eye fatigue, blurred vision, headaches, and reduced visual clarity, their work pace slows and the likelihood of mistakes increases (Rosenfield, 2016). In consultancy agencies, where service quality depends largely on accurate research, data analysis, documentation, and effective communication, visual strain can significantly undermine service delivery. Employees suffering from visual discomfort may produce reports with errors, overlook critical details, or require additional time to complete assigned tasks. These inefficiencies often translate into delayed services and reduced responsiveness to client needs, which negatively affect customer perceptions of service quality (Zeithaml *et al.*, 2020).

Furthermore, visual strain may affect employees' interpersonal communication with clients. Eye discomfort and headaches can lead to irritability, reduced attentiveness, and diminished professional engagement during client interactions. Such behavioral changes may be perceived by customers as lack of commitment or professionalism, thereby lowering satisfaction levels (Homburg *et al.*, 2017). Empirical evidence suggests that poor employee well-being directly influences customer satisfaction outcomes. Reddy *et al.* (2023) reported that employees experiencing computer-related visual strain demonstrated lower service accuracy and reduced customer satisfaction ratings. Similarly, Bowen and Schneider (2014) emphasized that employee health and comfort are critical drivers of positive customer experiences in service organizations. Overall, visual strain acts as an indirect but significant determinant of customer satisfaction by affecting employees' efficiency, accuracy, and quality of interaction with clients. Addressing visual strain through ergonomic interventions, appropriate screen use practices, and regular rest breaks can enhance employees' visual efficiency, improve service quality, and ultimately lead to higher customer satisfaction in consultancy organizations.

Nexus between Occupational Hazard and Performance

The nexus between occupational hazard and organizational performance has received growing attention in organizational and occupational health literature. Occupational hazards, when unmanaged, pose significant risks to employee well-being, efficiency, and overall work effectiveness. These hazards may be physical, ergonomic, psychological, or psychosocial in nature and can adversely affect employees' ability to perform their duties optimally (International Labour Organization [ILO], 2022). Unmanaged occupational hazards often result in fatigue, stress, health-related discomfort, and reduced cognitive functioning among employees. Such conditions lower productivity levels, increase error rates, and lead to absenteeism and presenteeism within organizations (Cooper, Dewe, & O'Driscoll, 2019). In service-based organizations, particularly consultancy firms, where performance depends

heavily on employees' intellectual capacity, analytical accuracy, and interpersonal competence, the negative effects of occupational hazards are more pronounced. Research has shown that organizations that fail to prioritize workplace health and safety often experience diminished service quality and reduced customer satisfaction (Dollard & Bakker, 2022). Employees exposed to continuous occupational hazards such as visual strain, work pressure, and ergonomic discomfort may struggle to meet service expectations, resulting in delayed outputs, poor communication, and unreliable service delivery. These shortcomings can damage customer trust and weaken organizational reputation (Armstrong, 2020).

Conversely, organizations that proactively manage occupational hazards through effective health and safety policies, ergonomic interventions, and employee support systems tend to record higher performance outcomes. Healthy employees demonstrate improved concentration, efficiency, and commitment, which translate into better service quality and stronger customer relationships (Guest, 2017). Empirical evidence also suggests that investments in occupational health management yield positive returns through enhanced productivity, reduced turnover, and improved organizational effectiveness (Neely *et al.*, 2019). In summary, occupational hazard management is a critical determinant of organizational performance. Addressing workplace health risks is not merely a compliance requirement but a strategic imperative for achieving sustainable performance and competitive advantage in modern consultancy organizations.

Theoretical Framework

This study is anchored on the Job Demands–Resources (JD-R) Theory proposed by Demerouti, Bakker, Nachreiner, and Schaufeli (2001). The JD-R theory provides a flexible and comprehensive framework for understanding how workplace conditions influence employee well-being and organizational outcomes across different sectors and job roles. The theory classifies work characteristics into two broad categories: job demands and job resources. Job demands refer to the physical, psychological, social, or organizational aspects of a job that require sustained effort and are therefore associated with physiological or psychological costs. In consultancy organizations, key job demands include prolonged screen usage, high cognitive workload, tight deadlines, and continuous client interaction. These demands often lead to physical strain, such as visual fatigue, and psychological strain, including stress and exhaustion, if not adequately managed. Job resources, on the other hand, are the physical, psychological, or organizational aspects of a job that help reduce job demands, promote employee growth, and enhance work performance. Examples include ergonomic workstations, anti-glare screens, adequate lighting, rest breaks, supportive management, and occupational health policies. These resources buffer the negative effects of job demands and support employee well-being. In the modern digital work environment, prolonged screen exposure represents a significant job demand that contributes to visual strain and reduced efficiency. According to the JD-R theory, when job demands outweigh available resources, employee strain increases, leading to reduced performance and lower customer satisfaction. Thus, the JD-R theory effectively explains the link between occupational hazards, employee health, and organizational performance in consultancy agencies.

Empirical Review

Reddy, Kumar, and Sharma (2023) conducted a study on Computer Vision Syndrome and Employee Productivity in selected private office organizations in Hyderabad, India. The study adopted a quantitative cross-sectional survey design, using structured questionnaires administered to 320 office workers who engaged in prolonged

computer-based tasks. Visual strain was measured using standardized Computer Vision Syndrome indicators, while productivity was assessed through self-reported task efficiency and error frequency. Data were analyzed using descriptive statistics and multiple regression analysis. The findings revealed a high prevalence of eye strain symptoms such as blurred vision, headaches, and eye fatigue among respondents. Regression results showed that visual strain had a statistically significant negative effect on employee productivity, leading to slower task completion and increased error rates. The study concluded that unmanaged visual strain constitutes a serious occupational hazard in modern office environments and recommended ergonomic screen adjustments and regular eye-rest breaks to improve productivity outcomes.

Akinwale and George (2022) examined Occupational Health Practices and Service Performance among consultancy firms in Lagos State, Nigeria. Using a survey research design, data were collected from 15 consultancy firms through questionnaires administered to 210 employees and managers. Occupational health practices were measured in terms of ergonomic provisions, health policies, and work-rest schedules, while service performance was assessed using service accuracy, timeliness, and client feedback indicators. Data were analyzed using correlation and regression techniques. The findings revealed a strong positive relationship between occupational health practices and service performance. Organizations with effective health and safety measures recorded higher service quality and customer satisfaction. The study concluded that occupational hazard management is a critical determinant of performance in service-based organizations and emphasized the need for proactive health interventions.

Chen, Liu, and Wang (2021) investigated Visual Discomfort and Service Accuracy among knowledge workers in Shanghai, China. The study employed an experimental and survey-based research design involving 180 employees in professional service firms. Visual discomfort was assessed using clinical eye strain indicators and self-reported symptoms, while service accuracy was measured through error tracking in task outputs. Data analysis involved ANOVA and regression analysis. Findings showed that employees experiencing high levels of visual discomfort recorded significantly lower accuracy levels in report preparation and data analysis tasks. The study concluded that visual strain impairs cognitive processing and attention to detail, thereby reducing service accuracy. The authors recommended ergonomic screen positioning and workload adjustments to mitigate visual strain and improve service quality.

Okafor and Nwoye (2020) conducted a study on Employee Health and Customer Satisfaction in selected service organizations in Anambra State, Nigeria. The study adopted a descriptive survey design and sampled 250 employees and 300 customers using structured questionnaires. Employee health was measured using indicators of physical comfort, stress levels, and visual well-being, while customer satisfaction was assessed through service reliability, responsiveness, and overall satisfaction ratings. Data were analyzed using Pearson correlation and regression analysis. The findings revealed a significant positive relationship between employee health and customer satisfaction. Organizations with healthier employees recorded higher customer satisfaction levels. The study concluded that employee well-being is a key driver of customer satisfaction and organizational success in service-oriented firms.

Mensah, Boateng, and Owusu (2022) examined Workplace Ergonomics and Service Quality in small and medium-scale consultancy firms in Accra, Ghana. The study utilized a mixed-methods approach, combining questionnaires administered to 160 employees with in-depth interviews of managers. Ergonomic factors assessed included seating design, screen positioning, lighting, and movement flexibility, while service

quality was measured using the SERVQUAL dimensions. Quantitative data were analyzed using multiple regression, while qualitative data were thematically analyzed. The findings indicated that poor ergonomic conditions significantly reduced service quality by increasing fatigue and discomfort among employees. The study concluded that ergonomic improvements enhance employee efficiency and service quality and recommended institutional ergonomic policies for consultancy firms.

Bello and Yusuf (2023) investigated Stress-Related Occupational Hazards and Organizational Efficiency in professional service firms in Kwara State, Nigeria. Using a survey research design, data were collected from 190 employees across legal and consultancy firms. Occupational stress was measured using workload pressure, time constraints, and mental fatigue indicators, while organizational efficiency was assessed through task turnaround time and resource utilization. Data analysis involved ANOVA and structural equation modeling. Findings revealed that stress-related occupational hazards significantly reduced organizational efficiency by increasing errors, delays, and employee burnout. The study concluded that unmanaged occupational stress undermines performance and recommended stress management and workload regulation strategies to enhance efficiency.

Gap in Knowledge

Most existing studies focus on manufacturing and industrial sectors, with limited emphasis on consultancy agencies in Nigeria. There is also inadequate empirical evidence on the relationship between visual strain and customer satisfaction in small-scale service organizations such as RMIS.

Methodology

The study adopted a survey research design, which is suitable for examining relationships among variables within a real-life organizational setting. The study was conducted at Royale Maverick Integrated Services (RMIS), Ekpoma, Edo State. The population of the study comprised one (1) manager, eleven (11) staff members, and one hundred and ten (110) customers, giving a total population of one hundred and twenty-two (122) respondents. A census sampling method was adopted to ensure that all members of the population were included in the study, thereby enhancing the reliability of the findings. Data for the study were obtained exclusively from primary sources through the use of structured questionnaires and Focused Discussion Interviews (FDI). The collected data were analyzed using descriptive statistics comprising frequency, percentage, mean, and standard deviation to summarize respondents' opinions. The stated hypothesis was tested using Simple Linear Regression at the 5% level of significance to determine the effect of visual strain on customer satisfaction.

Data Analysis and Interpretation

This section presents and discusses the data obtained from the field survey conducted at Royale Maverick Integrated Services (RMIS), Ekpoma, Edo State. The analysis focuses on respondents' response rate and the descriptive statistics of the study variable using mean and standard deviation. A decision benchmark of 2.50 was adopted. Mean scores of 2.50 and above indicate agreement, while mean scores below 2.50 indicate disagreement.

Table 1: Response Rate of Respondents

Category	Distributed	Returned	Percentage
Manager	1	1	100%
Staff	11	10	91%
Customers	110	95	86%
Total	**122**	**106**	**87%**

Source: *Field Survey (2026)*

Interpretation: Out of the 122 questionnaires distributed, 106 were properly completed and returned, representing an overall response rate of 87%. This response rate is considered adequate for reliable statistical analysis.

Table 2: Mean and Standard Deviation on Visual Strain and Customer Satisfaction

S/N	Items	Mean	Std. Dev.	Decision
1	Employees experience eye fatigue after prolonged computer use.	3.71	0.64	Agree
2	Visual strain reduces employees' concentration during work.	3.58	0.71	Agree
3	Visual strain affects the accuracy of services rendered to customers.	3.63	0.67	Agree
4	Employees experiencing visual strain complete tasks more slowly.	3.44	0.79	Agree
5	Frequent visual discomfort negatively affects customer satisfaction.	3.51	0.73	Agree
Grand Mean		**3.57**	**0.71**	**Agree**

Source: *Field Survey (2026)*

Decision Rule: Mean ≥ 2.50 = Agree; Mean < 2.50 = Disagree.

Interpretation

The result shows that all the questionnaire items recorded mean scores above the benchmark value of 2.50. The grand mean of 3.57 with a standard deviation of 0.71 indicates that respondents generally agreed that visual strain constitutes a major occupational hazard affecting employee performance and customer satisfaction at Royale Maverick Integrated Services (RMIS). The relatively low standard deviation further suggests that respondents' opinions were fairly consistent.

Discussion: The descriptive statistics reveal that respondents agreed that visual strain is a major occupational hazard affecting employees in RMIS. The high mean scores indicate that prolonged exposure to computer screens contributes to eye fatigue, reduced concentration, slower task completion, and lower service accuracy. These conditions ultimately influence customers' perceptions of service quality and satisfaction. This finding agrees with Reddy et al. (2023), who reported that computer vision syndrome reduces employee productivity and increases work-related errors among office workers. It is also consistent with Chen, Liu, and Wang (2021), who found that visual discomfort impairs employees' attention to detail and service accuracy. Similarly, Okafor and Nwoye (2020) established that employee well-being significantly influences customer satisfaction in service organizations. The findings therefore suggest that reducing visual strain through ergonomic workstations, regular screen breaks, and appropriate occupational health practices would improve employee efficiency, service quality, and customer satisfaction.

Hypothesis Testing

H0: Visual strain has no significant effect on customer satisfaction at Royale Maverick Integrated Services (RMIS), Ekpoma.

Table 3: Simple Linear Regression Result on the Effect of Visual Strain on Customer Satisfaction

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of Estimate
1	0.742	0.551	0.547	0.531

Source: *Regression Print out*

ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	35.817	1	35.817	127.041	0.000
Residual	29.333	104	0.282		
Total	65.150	105			

Source: *Regression Print out*

Coefficients

Variable	B	Std. Error	Beta	t	Sig.
(Constant)	4.823	0.214		22.538	0.000
Visual Strain	-0.638	0.057	-0.742	-11.271	0.000

Source: *Regression Print out*

Decision Rule

Reject the null hypothesis if the significance value (p-value) is less than 0.05.

Decision: Since the calculated significance value (0.000) is less than 0.05, the null hypothesis is rejected.

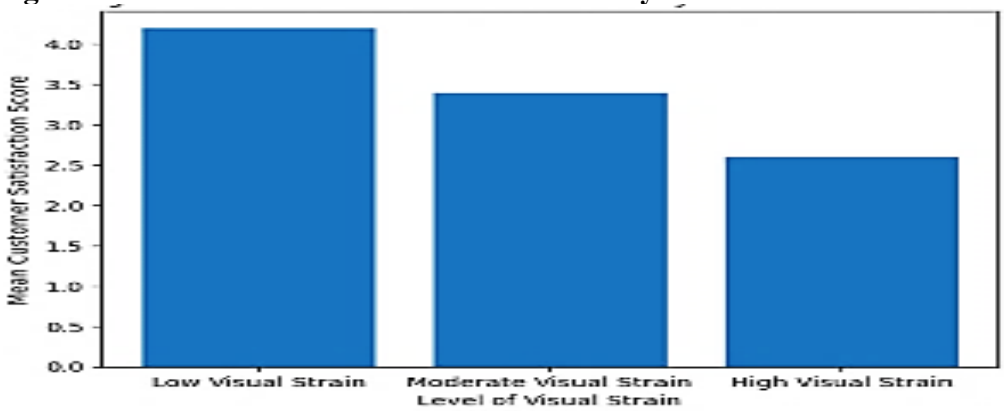
Interpretation: The regression analysis revealed that visual strain has a statistically significant negative effect on customer satisfaction at Royale Maverick Integrated Services (RMIS), Ekpoma (β = -0.742, t = -11.271, $p < 0.05$). The coefficient of determination (R^2 = 0.551) indicates that approximately 55.1% of the variation in customer satisfaction is explained by visual strain, while the remaining 44.9% is attributable to other factors not included in the model. The negative regression coefficient shows that increasing levels of visual strain are associated with declining customer satisfaction.

Discussion of Findings

The regression result demonstrates that visual strain significantly influences customer satisfaction among clients of Royale Maverick Integrated Services (RMIS), Ekpoma. Specifically, the negative regression coefficient indicates that as employees experience greater levels of visual strain, customer satisfaction decreases. This outcome suggests that prolonged computer use, eye fatigue, blurred vision, and reduced concentration impair employees' ability to provide accurate, timely, and reliable consultancy services.

The finding is consistent with Reddy et al. (2023), who reported that computer vision syndrome significantly reduced employee productivity and increased task errors in office-based organizations. Likewise, Chen et al. (2021) found that visual discomfort adversely affected service accuracy among knowledge workers because employees experiencing eye strain demonstrated lower attention to detail and reduced analytical performance. Similarly, Okafor and Nwoye (2020) established that healthier employees deliver higher-quality services, resulting in improved customer satisfaction. The result also supports the Job Demands–Resources Theory, which argues that excessive job demands, such as prolonged screen exposure without adequate ergonomic support, generate employee strain that ultimately reduces organizational outcomes. Overall, the findings indicate that reducing visual strain through ergonomic interventions and proper occupational health practices would significantly improve service delivery and customer satisfaction.

Figure 1: Mean Customer Satisfaction Scores by Level of Visual Strain



(Bar chart showing declining customer satisfaction as visual strain increases)

Summary of Findings

This study examined the relationship between occupational hazard and organizational performance at Royale Maverick Integrated Services (RMIS), Ekpoma, Edo State, with particular emphasis on visual strain as a sub-variable of occupational hazard and customer satisfaction as a measure of performance. Based on the analysis, the study found that:

1. Visual strain is a common occupational hazard among employees due to prolonged computer use.
2. Respondents agreed that visual strain reduces concentration, work accuracy, and service efficiency.
3. Simple linear regression revealed that visual strain has a significant negative effect on customer satisfaction (β = -0.742, $p < 0.05$).
4. Visual strain accounted for 55.1% of the variation in customer satisfaction.
5. Effective management of visual strain would enhance employee productivity, improve service quality, and increase customer satisfaction.

Summary

This study examined the effect of visual strain on customer satisfaction at Royale Maverick Integrated Services (RMIS), Ekpoma, Edo State. A survey research design was adopted, and data were collected from 122 respondents using structured questionnaires and Focused Discussion Interviews (FDI). Descriptive statistics (frequency, percentage, mean, and standard deviation) were used to analyze the data, while Simple Linear Regression was employed to test the hypothesis at the 5% level of significance. The findings revealed that visual strain negatively affects employees' concentration, service accuracy, and efficiency, resulting in lower customer satisfaction. The regression analysis further established that visual strain has a significant negative effect on customer satisfaction. The study therefore emphasizes the need for effective occupational health practices to reduce visual strain and enhance service quality and organizational performance in consultancy agencies.

Conclusion

The study concludes that visual strain constitutes a significant occupational hazard in consultancy organizations and has a substantial influence on customer satisfaction and overall organizational performance. Employees experiencing visual discomfort are more likely to deliver services with reduced accuracy and timeliness, leading to customer dissatisfaction and weakened client relationships. Organizations that fail to address digital-related occupational health risks may experience declining service quality, reduced customer loyalty, and impaired competitive advantage. Therefore, proactive management of visual strain through ergonomic interventions,

appropriate work practices, and occupational health policies is critical for improving service delivery and sustaining performance in consultancy agencies such as RMIS.

Recommendations

The following recommendations were made by the researchers:

1. Management of RMIS should provide ergonomic workstations, anti-glare screens, and appropriate lighting, and enforce regular screen-break schedules to reduce visual strain among employees.
2. Employees should be encouraged to adopt proper screen-use practices and eye-care routines to enhance concentration and accuracy in research and documentation, thereby improving customer satisfaction.
3. RMIS should develop and implement clear occupational health policies focused on digital work hazards, with periodic monitoring to ensure sustained employee efficiency and improved organizational performance.

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Artificial Intelligence and the Sustainability of Business Organizations: A Conceptual Review

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Abstract

This study aims to investigate the association of artificial intelligence (AI) with the sustainability of organizations through conceptual literature review. This article particularly highlights the major application domains of artificial intelligence in business organizations and the impact of artificial intelligence on corporate sustainability. This research was a conceptual review that relied solely on secondary data from peer review journal papers, scholarly database and other connected academic resources. Review of literature suggests that, artificial intelligence is used in customer relationship management, marketing, human resource management, financial management, supply chain operations, corporate analytics, cyber security and strategic decisions etc. The results further emphasize the significance of AI for the sustainability of businesses, improving operational efficiencies, stimulating innovation, optimizing resource allocation, enabling environmental responsibility, engaging stakeholders and strengthening organizational resilience. The study also points out the primary hurdles for the application of AI, such as the high cost of implementation, absence of infrastructure, shortage of qualified people, worries about cybersecurity, ethical challenges and resistance to organizational change. The review positions AI as a strategic organizational skill that may improve economic, environmental and social sustainability outcomes. The study claims that to be able to ensure the firm runs successfully in the long term, the digital backbone needs to be upgraded, the people need to be upskilled and the AI needs to be controlled ethically and embedded strategically in the main business processes.

Keywords: Business Organization, Sustainability and Artificial intelligence

Introduction

The 21st century's business environment is marked by fast pace of technology improvement, increased competition, changing consumer expectations, globalization, environmental problems and increased responsibility of businesses to ensure sustainable development. In the more volatile and uncertain economic climate the companies are searching continuously for the unique ideas that may contribute to increase operational efficiency, enhance competitiveness, cut cost and survive in the long term. These challenges led to the emergence of Artificial Intelligence (AI) (Dwivedi et al., 2023), one of the most fascinating and disruptive technologies affecting contemporary organizational practices and corporate strategy. The rapid adoption of AI in all industries has revolutionised the way businesses create value, engage with the consumer, use resources and achieve economic sustainability. The promise of Artificial Intelligence (AI) to revolutionise organizational processes and assist in decision making has been a source of attraction for academics, practitioners, policy makers and business executives. Artificial Intellect (AI) refers to the ability of computers, computer systems and software programs to execute tasks that normally require human intellect such as learning, reasoning, problem solving, speech recognition, business forecasting and decision making (Rai et al., 2019). Artificial intelligence (AI) is a set of technologies that learn from data, adapt to the environment and make intelligent decisions to improve the productivity of companies (Grover et al.,

2022). AI is defined by Arakpogun et al. (2021) as "a set of information and communication technologies which aims to mimic human intelligence by allowing robots to perform cognitive functions that were previously done by human beings.

Sustainability is also a huge business around the world. The traditional profit maximisation objective is fast being replaced by a broader vision where organizations are called upon to balance economic performance, social responsibility and organizational sustainability. "The business needs to be sustainable, not just short-term profits" This signifies the capacity of organizations to generate long term value, being financially successful, environmentally responsible and socially well-being. Sustainability is the balance of economic progress, social justice and environmental protection (Huang et al. (2023)). This is essential for long-term success of an organization. Sustainability is the ability of an organization to adapt to evolving conditions, to sustain its fundamental functions and resilience in the long-term (Bennett et al., 2023). AI is disruptive technology with implications for viability of company. Many commercial companies notably in the less developed countries such as Nigeria have not effectively used AI for continued corporate performance. Many commercial organizations still employ obsolete operational practices that impede their growth, efficiency and sustainable future (Ebuka et al., 2023). Business firms operate in a competitive and dynamic business environment marked by resource restrictions, environmental hurdles, technological innovation and changing stakeholder expectations. In addition, existing literature has indicated a positive association between AI adoption and organizational performance such as operational efficiency, innovation, productivity, and business outcomes (Wamba-Taguimdje et al., 2020; Ndubuisi-Okolo et al., 2025).

However, there is a vacuum in the coherent understanding of the role of AI to the sustainability of the business enterprises. "Today there is so much research on the usage of AI, digital transformation and acceptability of technology. The conceptual impact of AI on the economic, environmental and social parts of sustainability of business organizations is not studied generally. Lack of awareness of the areas where artificial intelligence can be implanted in business organizations and specific responsibilities of artificial intelligence to boost the sustainability of corporate businesses. The largest barriers for organizations seeking to use AI include the absence of technical infrastructure, shortage of expert workforce, cyber security issues, budget limitations and organizational change reluctance. The problems are far more serious for poorer countries, where the digital revolution is only just beginning. For many companies, the sustainability potential of today's artificial intelligence (AI) technology is still largely unknown. This creates a vacuum in knowledge and practice; hence a holistic assessment of past studies is required to show the relationship between artificial intelligence and the sustainability of commercial organizations. In this regard, the present study aims at exploring the relationship between artificial intelligence and sustainability of corporate organizations. The study aims to identify the areas of artificial intelligence to be incorporated in the business organizations and the role of artificial intelligence in sustainability of business organizations.

Review of Related Literature

Conceptual Review

Artificial Intelligence

Artificial Intelligence (AI) is regarded as one of the most significant technology developments to alter the way that modern organizations operate and strategies. This is to make machines to do jobs that we generally associate with Human Intelligence. AI was originally examined at the Dartmouth Conference in 1956 but the rise in

computing power, big data analysis, cloud computing and machine learning has escalated utilisation of AI in many areas of the world economy (Dwivedi et al, 2023). Artificial intelligence is a discipline of computer science concerned with the construction of computer systems and technologies that can mimic human thinking. It encompasses learning from data, reasoning, problem solving, decision making, pattern detection and adapting to new environments. Artificial Intelligence (AI) refers to the ability of computers to perform cognitive functions that need human cognition such learning, perception, reasoning and decision making (Rai et al., 2019). AI is a convergence of information and communications technologies that emulate human intelligence and perform complex cognitive functions (Arakpogun et al., 2021). Artificial intelligence refers to the ability of a system to learn from the environment and use the knowledge it has obtained to adjust its actions and judgements in the case of changes in situations (Grover et al., 2022). The article describes artificial intelligence as a set of intelligent technologies which allow businesses to automate operations, improve decision making, optimise the use of resources, stimulate innovation and produce sustainable economic gains. What is important here is that it may provide value to the sustainability of the corporate organizations when faced with the economic, environmental and social concerns of today's organizations.

One of the most prominent dimensions of machine learning. It is a learning algorithm which learns from previous data and improves its performance without being explicitly programmed. (Oldemeyer et al., 2023) Predictive analytics, forecasting, fraud detection, consumer segmentation and process optimization is some of the areas where machine learning can be applied. Another important part is Natural Language Processing (NLP) that enables robots to recognize, understand and synthesize human language. NLP can be used in chatbots, virtual assistants, automated customer support systems, sentiment analysis, and language translation technology. (Haenlein & Kaplan, 2019). Such initiatives improve the client experience and the efficiency of communication within businesses. Robotics is the other side of AI. Intelligent automation. They automate repetitive and labour demanding processes, hence increasing productivity, reducing operational cost and eliminating human error.

Artificial Intelligence in Business Organizations

One of the major area AI is adopted is customer relationship management (CRM). Businesses are using AI chatbots, digital assistants, recommendation systems and sentiment analysis tools to better communicate with and service their consumers. With the use of Artificial Intelligence (AI) technologies companies can provide data that can be used to gather and evaluate the customer data in real-time. This enables organizations to interact with consumers in a more personal manner, tailor marketing endeavors, and provide enhanced customer experiences. AI-based customer interaction systems can provide quick responses and customized solutions to meet the needs of individual customers, hence improving service quality (Kaplan & Haenlein, 2019). AI-driven customer relationship management generates customer happiness, loyalty and long-term organizational performance (Dwivedi et al., 2023). Marketing & sales management is also the common use of Artificial Intelligence. More and more organizations are using machine learning algorithms to assess customer behaviour, predict demand trends, fine-tune pricing strategies and spot possible future markets.

Another key topic is human resources management integration (HRM). We deploy Artificial Intelligence (AI) solutions in employee hiring, talent acquisition, workforce planning, performance evaluation and employee development. AI recruitment solutions can also help scan large volumes of job applications to find qualified prospects and speed up the hiring process. Generic artificial intelligence-based learning systems can

be used to deliver personalized learning experiences for training and promotion of workers' professional growth. Studies have showed that the application of AI solutions in HRM can lead to higher employee productivity, less administrative labour and enhanced company performance (Dwivedi et al., 2023). The financial management business has seen a rapid growth in the usage of artificial intelligence in recent years. AI is used by companies for budgeting, financial forecasting, investment analysis, fraud detection and risk management. Because machine learning algorithms are able to examine enormous volumes of financial data and uncover trends in suspicious behaviours, they can better detect suspected fraud than the earlier methods. AI in financial analytics enhances decision making in organizations by providing managers with fast and reliable financial information (Rai et al., 2019). These are vital abilities for the planning of the control of the finances and long-term profitability of commercial businesses.

It shows AI is already embedded in many parts of the industry, and hence of strategic importance to business today. AI is used for customer relationship management, marketing, human resource management, financial management, supply chain management, corporate analytics and cyber security. AI helps commercial enterprises become more efficient, competitive, innovative and sustainable.

Sustainable Business Organization

In the last decades the sustainability has been gaining more and more importance in the management and organizational studies. Environmental degradation, depleting resources, societal inequalities, climate change and financial instability have compelled corporations to reassess their previous corporate policies of short-term profit maximisation. Organizational sustainability is the ability of the organization to fulfil the needs of the current stakeholders and provide future opportunities within the ecological and social limits (Choi and Lim, 2024). Similarly, Bennett et al. (2023) describe sustainability as the ability of the systems and organizations to survive, adapt and prosper in the face of changing environmental conditions.

Sustainability of Business Organizations and AI

The importance of sustainability for business organizations is growing and corporations are pushed to discover innovative solutions, which can combine economic success, environmental responsibility and social well-being. One of the most promising technologies to achieve these goals is the Artificial Intelligence. It can enhance decision making, effective utilisation of resources and boost operational efficiency and support sustainable business practices. Recent research has acknowledged the strategic significance of AI as a facilitator for sustainability in commercial businesses and long-term value development. One of the main purposes of artificial intelligence in the sustainability of commercial enterprises is artificial intelligence and its role in improving economic sustainability. Economic sustainability is the ability of a firm to remain profitable, competitive, productive and financially sound in the long term. This is achieved by AI by automating repetitive operations, improving prediction accuracy, optimising operational processes, and reducing expenses.

AI also has a major influence in the formation and development of the organization. Innovation is viewed as an integral part of the life of business organizations as it allows them to respond to the changing conditions of the market and expectations of stakeholders. Artificial intelligence may be able to support creativity by analysing massive data sets and identifying insights that might guide research and development activities and uncover potential future prospects. AI tools increase organizational creativity to enable them to generate new goods, improve existing services and develop

new business models (Dwivedi et al., 2023). AI thus contributes to the resilience and adaptive capacities of the business.

As noted, earlier AI has a role to play in sustainability of corporate organizations through: more economic performance, greater environmental commitment, greater social responsibility, greater innovation, better decision making and greater organizational resilience. The AI is seen, given the context of this study, as a marvellous strategic resource for the sustainability of the company organization.

Challenges of AI Implementation

The installation and use of artificial intelligence have issues but it can create a great deal for the sustainability of corporate organizations. Artificial intelligence may make companies more productive, inventive and sustainable in their operations. Acceptance by businesses may be constrained by technological, financial, organizational, ethical and legal factors. For the sustained benefits of artificial intelligence, these limits must be broken. (Dwivedi et al., 2023; Vineesa et al., 2020) This is why organizations should remove barriers to adoption. The big challenge for organizations is the cost of adopting and sustaining AI. Conventional artificial intelligence (AI) systems, when effectively implemented, are expensive. It has the technology infrastructure, software development, cloud computing resources, data management systems and professional staff. Many organizations especially small and medium scale firms (SMEs) in developing economies like Nigeria have the difficulty of adoption due to budgetary constraint. However, the cost of AI acquisition and deployment is considerable and businesses may not be ready to invest in advanced artificial intelligence (AI) technology if anticipating long term benefits (Wamba-Taguimdje et al., 2022). For many firms, the lack of cash remains a barrier to using AI.

Another one is organizational inertia or resistance to change; In general, employees and managers regard artificial intelligence (AI) technology as a danger to the current employment, professional identities and organizational routines. These beliefs, sometimes, might be a barrier in deployment attempts and work against AI advancement. They dread most losing regular, dull professions that can be easily mechanised out of existence. Staff attitude and business culture are critical to the success of AI adoption programs (Dwivedi et al., 2023). To thrive, companies first need to overcome the psychological and cultural barriers to being inclusive. The above discussion demonstrates the huge potential of the AI for the sustainability of the corporate businesses. However, organizations' desire to realise the benefits of AI adoption is constrained by financial, technical, ethical and infrastructural constraints.

Strategies for Successful Implementation of Artificial Intelligence in Business Organizations

Well-planned strategy of organizations is the only way to properly apply artificial intelligence in the corporate companies. The complexity of artificial intelligence (AI) technologies and the complexity of their implementation require the development of complex strategies for the successful introduction of artificial intelligence (AI) technologies by organizations, considering their compliance with the goals of the organization and the sustainability of business organizations. Instead, an increasing number of specialists argue that the successful integration of AI is not solely dependent on the technical capabilities but also on the organizational preparedness, leadership commitment, workforce skills and governance frameworks (Dwivedi et al., 2023; Wamba-Taguimdje et al., 2022). "You need a strong digital infrastructure to implement AI. "Most artificial intelligence (AI) systems need the right technological infrastructure. The infrastructure consists of cloud-computing platforms, data storage, powerful processing power, security, and high-speed internet access. advanced digital

infrastructure for advanced data processing and artificial intelligence applications. Organizations with robust digital infrastructure are more likely to use mainstream artificial intelligence (AI) technology for sustainable development and operational excellence (Vinuesa et al., 2020).

A second key option is to invest in human capital development/capacity building. A major ingredient for successful AI implementation is having the necessary technical knowledge and people on hand. Companies should invest in training and reskilling and upskilling programs to build capabilities in data analytics, machine learning, digital technologies and AI management. Humans who continue to learn will be able to adapt to the changes that innovation brings and produce real value in the face of an AI-led transformation. Employee readiness is one of the key determinants of AI implementation and continued success (Dwivedi et al., 2023). To successfully integrate AI, firms need to acquire technological maturity, workforce development, governance and leadership frameworks, stakeholder engagement and strategy alignment. They are in a better position to deliver the full sustainability promise of AI.

Artificial Intelligence and Sustainable Business Organizations

In recent times, artificial intelligence has been hailed as a revolutionary technology that may help organizations achieve sustainable development by balancing economic, environmental and social goals (Dhiman et al., 2024; Vinuesa et al., 2020). The main contribution of artificial intelligence to the sustainability of commercial organizations is the increase in the efficiency and effectiveness of the organizations. Organizations may optimise processes, reduce waste, enhance productivity, and make the most of their resources by applying intelligent automation, predictive analytics, machine learning and data-driven decision-making. Artificial intelligence has the potential to impact the organization's performance dramatically by improving decision-making and operational efficiencies (Wamba-Taguimdje et al., 2022). They instantly add to the economic viability of corporate organizations and drive profitability, competitiveness and long-term financial viability.

Another related aspect of the AI-business organization sustainability nexus is the role of AI in the generation of organizational innovation and resilience. To thrive, firms have to be in constant change, changing with the environment and changing with new problems. Artificial intelligence may help organizations to be more agile, to understand market trends, to anticipate threats, to build new products and to react to change in a proactive way. AI as a catalyst to innovation in knowledge growth, strategic learning and technical advancement the more competitive and powerful is the company in a fast-changing business environment, the more probable it is to successfully employ AI. As above we may declare that association of artificial intelligence and sustainability of commercial companies are interrelated with each other. Artificial Intelligence is a way of providing strategic commercial value, improved economic performance, environmental accountability, social value creation and long-term organizational resilience. Therefore, organizations who are successful in integrating AI into their operations are likely to acquire sustained competitive advantage and long-term sustainability in a more complex and competitive business environment (Dwivedi, et al., 2023).

Theoretical Framework

This study is based on the philosophy of Resource Based View (RBV). The idea of RBV was given by Wernerfelt (1984) and popularised by Barney (1991). According to the resource-based view (RBV) the ability of a corporation to successfully exploit valuable, rare, difficult to copy and non-substitutable resources (VRIN) increases the probability of success and sustained competitive advantage. This may include material

and non-material assets, knowledge, technical capacities and human capital. The hypothesis rests on the idea that firms differ in their resource endowments and that these disparities matter for performance. Resources that are unique, complex or ingrained are hard to imitate and can provide a sustained competitive advantage. In the RBV, the AI is a strategic resource and capability of the firm. Technologies that can be beneficial for information processing, decision making, innovation and operational efficiency are machine learning, predictive analytics and intelligent automation. This expertise leads to savings, better use of resources and higher competitiveness. The RBV is especially important when dealing with organizational sustainability, as the impact of AI on economic, environmental and social performance. It leads to improved service delivery and stakeholder engagement, efficient use of resources and reduced waste and brings efficiency and competitiveness. Good idea to outline the capabilities of conventional artificial intelligence to improve the sustainability of business organizations and the long-term viability of business organizations.

Empirical Review

Ebuka, Emmanuel & Idigo (2023) conducted a study on Artificial intelligence as a driver toward sustainability in Nigerian Small and Medium Scale Enterprises (SMEs). The study adopted a descriptive survey research design for the study of SMEs in South-Eastern Nigeria. Researchers looked into the prospective uses for AI, the impediments to the use of AI, the AI tools used by organizations and the degree of AI use by SMEs. The findings revealed that a lot of small and medium-sized enterprises (SMEs) were still working manually despite the huge potential offered by artificial intelligence (AI) technologies. The poll highlighted some crucial areas for AI integration including customer relationship management, marketing automation, inventory management, financial management, cyber security, human resources management and business analytics. The authors concluded that there is a significant potential for AI to improve the sustainability and competitiveness of SMEs in Nigeria.

Ndubuisi-Okolo, Eneh and Anyahara (2025) examined the influence of artificial intelligence on sustainability and operational efficiency of small and medium enterprises in South East Nigeria. The study was descriptive and data were acquired from the registered SMEs. Specifically, the researchers studied the effect of machine learning on operational efficiency and sustainability outcomes. The results suggest that machine learning can improve operational efficiency through increased forecast accuracy, optimisation of resource allocation and reduction of operating costs. According to study, AI is a top driver of firm sustainability since it increases productivity and competitiveness. The results are significant to the present study as they give direct empirical substantiation of the relationship between AI and sustainability in the Nigerian corporate setting.

Oldemeyer, Jede and Teuteberg (2024) examined the effects of machine learning on decision making and operational performance in enterprises. Machine learning algorithms are applied to enhance the accuracy of forecasting, strategic planning and proactive management methods. The organizations that used machine learning technologies showed superior operational results and greater agility in responding to changing conditions, they found.

Leon, Teuteberg and Jede (2024) also investigated the use of predictive analytics for organizational sustainability. The results illustrated how AI-driven predictive solutions allow organizations to forecast market shifts, optimise manufacturing processes, cut waste and increase sustainability performance. General artificial intelligence is one of the most essential ways predictive analytics may aid with the long-term profitability of enterprises.

Dwivedi et al. (2023) have explored the developing trends in AI adoption and organizational transformation. They said AI helps organizations produce new ideas, develop innovative goods and services and respond successfully to changing client needs. The study also illustrates that the adoption of standard artificial intelligence is a critical strategy for improving organizational sustainability and competitiveness through innovation.

In sum, the empirical data points to a growing consensus in the literature on the positive contribution of AI to organizational sustainability. Most of the studies report beneficial impact of AI on operational efficiency, innovation, resource efficiency, environmental management and competitive power of organizations. But the studies also highlight to challenges in infrastructure, prices, data protection, ethical issues and worker skills.

Methods

The study was conducted using a conceptual review research design. The choice of this design was influenced by the nature of the study, which seeks to provide an in-depth understanding of the relationship between artificial intelligence and sustainability of business organizations through the examination of existing scholarly related literatures. The study made use of secondary sources of data only. The data were extracted from peer-reviewed journal articles obtained from electronic databases and academic search engines such as Google Scholar, Scopus, ScienceDirect, ResearchGate, and other relevant repositories. The collected data from the reviewed sources was qualitatively analysed through the thematic content analysis.

Discussion

The main points of the study in relation to the results of the evaluated literature are:

Integration of Artificial Intelligence in Business Organization

The analysis illustrates the increasing infiltration of artificial intelligence in many functional areas of modern businesses. Previous studies demonstrate that organizations utilise AI tools in customer relationship management, marketing, human resource management, financial management, supply chain management, inventory control, cyber security, business analytics, strategic planning and environmental monitoring (Ebuka et al., 2023; Dwivedi et al., 2023). Key integration points are with customer relationship management, Organizations are quickly rolling out AI-powered chatbots, virtual assistants, recommendation engines and customer analytics systems to improve customer contact and service delivery. Such technologies allow personalised contact, rapid response to consumer queries and enhanced customer satisfaction. AI marketing use cases can also help businesses analyze consumer behaviours, predict demand patterns, personalize promotional campaigns and improve marketing spend. Artificial intelligence has transformed the way human resource management is carried out. All the processes of recruitment, personnel selection, workforce planning, performance assessment and staff development are changed now. AI recruitment solutions are brilliant at filtering through hundreds of applications, finding the perfect personnel and cutting the administration hassle. AI-enabled learning solutions also help employees to learn and grow professionally by providing customized learning experiences.

Artificial Intelligence and Its Effect on Business Organizations Sustainability

One of the most crucial conclusions drawn from literature is the role of the artificial intelligence for the sustainability of the corporate organizations. The intersection of AI and sustainability lies in the economic, environmental and social dimensions of organizational success. Economically, AI helps to sustainability via productivity, efficiency, innovation and competitiveness. Besides, AI-based technology consumers have lower operating costs, increased resource efficiency, better decision-making, and higher profitability (Mahmood et al., 2024). Predictive analytics and smart automation

can help organizations simplify processes, cut inefficiencies and become more agile to changing market conditions. The results suggest that AI helps corporate organizations to be sustainable in pursuit of economic prosperity, environmental commitment and social responsibility together. This multi-dimensional contribution is in line with the strategy which focuses on the integration of economic, environmental and social issues in the decision making of organizations.

Artificial intelligence the engine of organizational resilience

The application of AI to improve creativity and organizational resilience is another important aspect of the research. Organizations are operating in a rapidly changing world due to technology disruptions, changing customer expectations and heightened competitive pressures. Innovation is becoming a must have for companies' sustainability. The study additionally stresses the significance of classical AI as an innovation enabler by helping organizations to uncover opportunities, gather insights, create new products/services and enhance existing processes (Dwivedi et al., 2023). Modern analytics and machine learning help organizations uncover industry patterns; forecast client wants and build tailor-made solutions that are mutually beneficial. "AI-led innovation is the driver of agility and competitiveness for organizations.

Problems related to artificial intelligence.

One of the big difficulties, the research showed, was the cost of acquiring and using AI. Most companies, especially SMEs in emerging countries, could not afford to finance the infrastructure and the latest artificial intelligence (AI) technologies. Another problem is a shortage of AI talent. There are a number of significant barriers to successful AI deployment, especially in emerging economies like Nigeria, including weak technological infrastructure, unreliable power supply, limited internet access, business reluctance to change and ethical issues of algorithmic bias and transparency. Expertise in specialised technological areas including data analytics, machine learning, software engineering and digital transformation.

The nexus of Artificial Intelligence and Business Organizations Sustainability

The results of the study indicate that there is a significant association between artificial intelligence and sustainability of commercial organizations. The review of the literature shows a general consensus of opinion that AI contributes to the sustainability of organizations through boosting efficiency, productivity, creativity, utilisation of resources, environmental management, and stakeholder engagement. Empirical studies show that companies that successfully leverage the latest artificial intelligence (AI) technologies are more likely to achieve sustainable success and competitive advantage (Mahmood et al., 2024; Ndubuisi-Okolo et al., 2025). The results, therefore, suggest the necessity to see AI as a strategic organizational competency, which promotes sustainability and long-term commercial performance, instead of a technological novelty.

Conclusions

The third, and most crucial, technical development is artificial intelligence. It has implications on the present organizational practices and the viability of company firms. The literature analysis reveals that classical artificial intelligence can be employed across a broad spectrum of organizational functions including customer relationship management, marketing, human resource management, financial management, supply chain operations, business analytics and environmental management. These apps are greatly contributing to the organizational success and sustainability of business enterprises.

Recommendations

The following recommendations are made based on the findings and conclusion of the study:

1. Companies need to deliberately embed artificial intelligence into fundamental business operations such as customer relationship management, marketing, human resources management, financial management, supply chain management and sustainability monitoring. These will together contribute to operational efficiency and sustainability objectives.
2. For AI to be deployed and used, management needs to pay for the new digital infrastructure. Successful usage of AI requires solid technological infrastructure, stable Internet connection, cloud computing infrastructure and effective cyber security mechanisms.
3. invest in the labour force Organizations should invest in their workforce including constant education and training programs that develop the competencies of workers connected to AI. In-house competencies are critical to successful AI adoption and to realising the maximum advantage to the enterprise.

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Non-Financial Motivation and Employee Performance in the Public Sector: A Case Study of Esan West Local Government Council, Edo State, Nigeria

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Abstract

Employee performance is an important driver of service delivery and determines the success of the public sector. Despite this widely acknowledged fact, Local Government Councils in Nigeria are still faced with numerous challenges, including low employee commitment, low job satisfaction, and high staff turnover. Although financial rewards are assumed to be the most recognized incentives given to employees, non-financial motivational factors, such as employee recognition, career growth opportunities, and a supportive work environment, have proven to be effective means of enhancing performance in organisations. This study examined the effect of non-financial motivation on employee performance in Esan West Local Government Council, Edo State, Nigeria. A sample of 185 respondents was selected from the population of the study using the Taro Yamane formula and simple random sampling technique. The instrument for data collection was a structured questionnaire, and the data were analysed using simple percentages and Ordinary Least Squares (OLS) regression. The findings showed that employee recognition, career development, and a supportive work environment had direct and significant effects on employee commitment, job satisfaction, and retention, respectively. The study concludes that non-financial motivation significantly influences employee performance in the public sector. The study recommended that Local Government Councils should introduce non-financial incentive schemes such as awards, commendations, and public appreciation to enhance employee commitment. The local government authorities should prioritize training, workshops, mentorship, and transparent promotion pathways to improve job satisfaction. Furthermore, local government councils should promote supportive leadership, teamwork, job autonomy, and improved working conditions to increase performance.

Keywords: Non-financial motivation, Employee performance, public sector, Local Government Council, Nigeria

Introduction

Sustainable service delivery, operational efficiency, and accountability are crucial managerial practices of modern organisations, especially those in limited-resource environments. Attaining these managerial goals has become significant to the survival of government organisations in the 21st century. Evidence shows that achieving these goals requires employee performance and largely depends on the motivation strategies employed by management (Armstrong & Taylor, 2023). Motivation makes employees more committed, proactive, and productive in delivering basic services to the public.

Scholars have noted that the overall performance of government organizations depends mainly on employees' individual and collective effort, attitude, and engagement (Saks, 2022; Anitha, 2014). Employee motivation is a key determinant of organisational effectiveness in Local Government Councils in Nigeria, where staff are responsible for rural development, health, education, and revenue generation Ogunna, 2022; Nwokocha & Iheriohanma, 2022).

Employee motivation is mainly classified into two groups, namely monetary and non-monetary incentives. Monetary rewards include salaries, wages, and allowances. Although financial rewards have been an effective means of enhancing employee commitment, job satisfaction, and employee retention in organisations, the problem of inadequate finances in local government councils in Nigeria has resulted in irregular payment of salaries and inadequate pay, as well as making financial incentives alone insufficient to sustain employee performance (Mafini & Dlodlo, 2014). This challenge has significantly highlighted the need to employ non-financial motivation for local government staff. Non-monetary rewards include employee recognition, career development and training opportunities, a supportive work environment, job enrichment, and participation in decision-making (Ali & Anwar, 2021; Le et al., 2023).

In recent times, some studies in Nigeria indicate that non-financial incentives like recognition, praise, award giving and career growth opportunities are preferred to monetary incentives by employees in government organisations because these factors provide avenues for building life legacy and self-actualisation in organisational carrier growth, as such they increase commitment, job satisfaction, and reduce turnover, thereby enhancing service delivery (Edeh et al., 2023; Antonia et al., 2025). Despite this evidence, the issue of poor recognition, lack of career progression, poor job environment, and inadequate opportunities for capability building, and their consequences such as low employee commitment and lack of job satisfaction, persistently remained in local government councils in Nigeria. This challenge has raised the concern of the researcher to investigate the effect of intrinsic motivation on employee performance in Esan West Local Government Council

Statement of the Problem

Employee performance is a key indicator of service delivery in the public sector, especially in the Local Government Councils established to provide essential services to the people in rural areas. Studies have indicated that employees are motivated to perform their jobs, and the extent of performance depends largely on motivational strategies employed. While financial incentives play a significant role in enhancing performance, they are usually irregular and insufficient in the Nigerian public sector (Ogunna, 2022). Evidence has shown that non-monetary rewards like staff recognition, capacity building, and a supportive work environment play an invaluable role in consolidating employee commitment, increasing job satisfaction, and reducing turnover (Ali & Anwar, 2021). In the Nigerian public sector context, such as Esan West Local Government Council, less emphasis has been placed on the use of non-financial reward strategies. Consequently, many employees feel unrecognized and see few opportunities for career advancement, which may negatively affect their morale, turnover, and productivity.

Furthermore, there exists a scarcity of empirical evidence on the role of non-financial motivation in enhancing employee performance in Local Government Councils in Edo State, particularly Esan West Local Government Area. This omission poses a challenge for policy formulation aimed at addressing the problem of staff motivation and public service delivery. Specifically, this study seeks to investigate the

effect of intrinsic reward on employee performance in Esan West Local Government Council, Edo State.

Objectives of the Study

The main objective of this study is to examine the effect of non-financial motivation on employee performance in Esan West Local Government Council, Edo State. The specific objectives are to:

i. evaluate the effect of employee recognition on employee commitment among staff of Esan West Local Government Council, Edo State.
ii. assess the effect of career development on employee job satisfaction among staff of Esan West Local Government Council, Edo State.
iii. investigate the effect of supportive work environment on employee retention among staff of Esan West Local Government Council, Edo State.

Literature Review

Conceptual Review

Motivation

Motivation is a conglomeration of internal and external forces that introduce, direct, and sustain an individual's actions in pursuit of organizational objectives and goals (Armstrong & Taylor, 2023). It is seen as the driving force that inspires employees to give and maintain consistent commitment while engaging assigned responsibilities (Saks, 2022). Motivation defines the energy, direction, and dexterity employees exert into their work. Scholars generally agree that motivated employees are more productive, creative, and loyal, while demotivated employees exhibit low performance and high turnover intentions (Ali & Anwar, 2021; Anitha, 2014). Motivation is mainly grouped into two types, namely, financial motivation and non-financial motivation. Financial motivation implies monetary incentives, while non-financial motivation involves emotional and social factors that fulfill employees' intrinsic needs (Le et al., 2023).

Non-Financial Motivation

Non-financial motivation implies intrinsic rewards and job experiences that satisfy employees' emotional, social, career, and personal developmental needs, which does not include direct monetary compensation (Armstrong & Taylor, 2023). The use of non-monetary incentives for employee compensation in organisations has cost-benefit implications and is significant to public organizations where the pay system is rigid and monetary rewards are inadequate (Ogunna, 2022). Non-financial incentives play a crucial role in enhancing and sustaining employee commitment and service delivery in Local Government Councils, despite budgetary constraints (Nwokocha & Iheriohanma, 2022). Current studies in Africa, particularly Nigeria, indicate that public servants value recognition, growth opportunities, and a favourable work environment more than extra pay in exerting long-term performance (Antonia et al., 2025; Edeh et al., 2023).

Employee Recognition

Recognition refers to acknowledgment and appreciation of employee efforts and achievements by management and colleagues (Le et al., 2023). Recognition may include formal letters of commendation or informal rewards such as verbal praise acknowledging employee performance (Ali & Anwar, 2021). Recognition is a strong emotional predictor of employee commitment. It justifies and confirms management's psychological acceptance and applauds the efforts put in by the employees in achieving organisational objectives. (Antonia et al., 2025). Valued employees feel a sense of belonging and develop more zeal to put exceptional effort into organisational prospects (Edeh et al., 2023). Ogunleye and Owolabi (2023), in their study, found that lack of recognition is the main cause of low morale and high turnover intention among civil

servants in Nigeria. Thus, the outcome of the aforementioned study signifies that in LGAs like Esan West, simple acts of recognizing staff who performed exceptionally in reaching revenue or service targets can tremendously boost commitment irrespective of the financial constraints.

Career Development

Career development refers to non-financial incentives aimed at capacity building, such as training, skill acquisition, mentoring, promotion opportunities, and clear career paths provided by the management to employees (Armstrong & Taylor, 2023). It reflects the organization's human capital investment and growth (Aboramadan et al., 2019). Career development is significant to job satisfaction. Studies reveal that lack of opportunity for career development in the Nigerian public sector leads to job dissatisfaction and attrition (Nwokocha & Iheriohanma, 2022). Mafini and Dlodlo (2014) noted that clear career paths and access to training increase job satisfaction and lower employees' intention to quit from an organisation. It can be assumed that the availability of regular workshops, sponsoring staff for professional courses, and ensuring transparent promotion processes can enhance satisfaction and performance. Edeh et al. (2023) stated that career development is relevant to young employees in the public sector seeking career growth opportunities and skills enrichment for higher performance.

Supportive Work Environment

A supportive work environment, as described by Le et al. (2023), constitutes a good leadership style, harmonious interpersonal relationships, teamwork, autonomy, and better physical working conditions. Supportive leadership and favourable workplace conditions psychologically influence performance. Employees who felt safe and allowed to participate in organisational decision-making show higher engagement and commitment to corporate goals (Saks, 2022). It has been observed that leadership support and participative decision-making serve as powerful non-financial motivators in resource-constrained organisations like Local Government Areas Anitha (2022) stated that a supportive work environment produces less stress, increases teamwork, and improves service delivery. Ogunna (2023) noted that encouraging open communication and allowing staff in planning inspire higher employee performance more than extra monetary gratification.

Employee Performance

Omeonyekwule and Oyibe (2024) conceived performance as a multi-component concept involving engagement, process, and the actual result of a given factor used in production or service delivery in an organisation. Owing to this definition, employee performance may be described as the actual result or outcome of a worker engaged in the production or service delivery process in an organisation.

Employee performance can be defined as the relative effectiveness and efficiency of the work an employee does to achieve organizational goals (Armstrong & Taylor, 2023). It is measured through perceived behaviour and employee work outcomes that contribute to the organization's objectives. Performance is not limited to output, but includes attitude, commitment, and discretionary effort that employees put into their work (Anitha, 2022). Ogunna (2023) posited that employee performance has a direct impact on the quality of service delivery to citizens in public organisations, particularly Local Government Councils. Performance can also be determined by productivity, commitment, job satisfaction, and service quality in the public sector (Nwokocha & Iheriohanma, 2022). Based on these assertions, it is hereby argued that the current human resource management literature emphasizes that employee performance in public organizations can be evaluated through employee commitment, job satisfaction, and retention or turnover.

Employee Commitment

Employee commitment describes the degree of psychological attachment and loyalty an employee has devoted to the organisational goals. Committed employees are valuable assets to the organisation because they identify with management in times of difficulty and voluntarily exert extra effort in solving problems in the organisation. In LGAs, affective commitment is a vital quality expected of the staff, because it reduces absenteeism and turnover and increases willingness to serve citizens diligently (Antonia et al., 2025). Studies in Nigerian public institutions show that when employees feel recognized and supported, their level of commitment increases significantly and enhances performance (Edeh et al., 2023; Saks, 2022).

Job Satisfaction

Job satisfaction is a positive emotion that results from employee job appraisal and task engagement experience (Armstrong & Taylor, 2023). It reflects an individual employee's level of contentment with assigned responsibilities, organisational leadership, growth opportunities, and the work environment (Mafini & Dlodlo, 2014). Evidence shows that in a budget-constrained organisation like a local government council, job satisfaction is more influenced by non-financial factors such as career development and recognition than by pay alone. Occupational satisfaction makes employees more productive, less stressed, and exhibit better customer service relationships with the organisation (Le et al., 2023).

Employee Retention

Armstrong and Taylor (2023) defined employee retention as the capacity of an organization to prevent its workers from moving to other organizations for similar or other job opportunities. It is a situation where organizations provide working conditions that motivate employees to remain employed for the maximum period of time. Ali and Anwar (2021) stated that retention is not only aimed at discouraging employee turnover but also at sustaining employee commitment and contributions to organizational growth and productivity. Employee retention is important in the public sector; this is because high turnover obstructs service delivery, increases recruitment costs, and causes organisational brain drain (Nwokocha & Iheriohanma, 2022). For public sectors like Local Government Councils, employee retention is identified as a vital managerial practice because LGAs usually find it difficult to employ and replace skilled manpower due to financial constraints and procedural selection and recruitment processes. Although local governments in Nigeria are faced with budgetary constraints, retaining experienced staff cannot be ignored because it ensures continuity in grassroots service delivery (Ogunna, 2022).

Recently, studies have identified that non-monetary incentives have a direct impact on employee retention in the public sector. Considering the financial limitations in LGAs, non-financial rewards have become more impactful in enhancing employee retention (Anthonia et al., 2025). Another factor that encourages performance is a supportive work environment. It is characterized by good leadership, teamwork, and psychological safety, which increases retention (Le et al., 2023). Anitha (.2023) noted that employees leave managers, not organizations, due to poor leadership. In financially constrained organisations like Local Government Councils, active supervisor relationships with employees may be a key retention tool to enhance productivity.

Theoretical Framework

This study is anchored on Self-Determination Theory (SDT) propounded by Edward L. Deci and Richard M. Ryan. The theory was first introduced in 1985 and later developed in the year 2000. SDT states that individuals experience intrinsic motivation when three fundamental psychological rewards are present. The theorists stated that non-monetary

incentives that influence employee performance in organizations can be grouped into three dimensions:

a. Autonomy: the need to perceive control over one's own actions.

b. Competence: the desire to feel effective and capable in executing organizational responsibilities

c. Relatedness: the need to feel connected and valued by others.

Non-financial motivators comply with these needs. Career development takes care of competence, employee recognition fulfills relatedness, while a supportive work environment leads to higher retention (Le et al., 2023). The recent introduction of SDT in the public sector suggests that when these needs are met through non-financial factors, employees in public organisations show higher intrinsic motivation, commitment, and service quality (Aboramadan et al., 2019). Because LGAs have inadequate financial resources, this theory is particularly relevant to the study, as it highlights the role of intrinsic motivation in performance.

Empirical Review

Saks (2022) conducted a meta-analysis on employee engagement and retention in Canada and the USA. The study collected data from 42 previous studies involving 18,450 employees and applied a random-effects model for analysis. The findings revealed that a supportive work environment had a moderately strong effect on employee retention, $r = 0.46$, $p < 0.001$. The research concluded that supportive work settings can increase retention even where monetary rewards are inadequate

Aboramadan et al. (2019) examined the relationship between organizational culture, innovation, and performance in public organisations in Palestine. A quantitative survey design was used to obtain data from 310 public employees. The SmartPLS-SEM analysis was employed for data estimation. The findings showed that career development had a positive and significant effect on job satisfaction; $\beta = 0.39$, $p < 0.01$. The study concluded that career development is significant to job satisfaction in public organizations in developing economies.

.Ali and Anwar (2021) evaluated the impact of career development on employee retention in the Iraqi public sector using a survey of 250 employees. The multiple regression technique was used for data analysis, and the results revealed that a supportive work environment has a significant effect on retention, $\beta = 0.51$, $p < 0.001$. The findings also showed that positive relationships exist between supervision and retention. The study concluded that a supportive organizational environment is vital to employee retention in the public sector.

Anitha (2023) investigated factors influencing employee engagement and their effect on performance in India. The study employed a cross-sectional survey of 500 employees from both public and private organisations. Analysing the data with regression using SPSS, the study found that career development, proxied by mentoring and training programmes, has a significant effect on job satisfaction. The research concluded that properly designed career development strategies increase employee satisfaction.

Ola et al. (2022) examined the impact of human resource management (HRM) practices on organizational commitment in Nigerian federal ministries. Using a sample of 350 employees analyzed through Ordinary Least Squares (OLS) regression, the study revealed that employee recognition significantly impacted organizational commitment. The study submitted that recognition of employee performance enhances loyalty in the public organisation. On the other hand, Adeyemi and Aremu (2021) investigated non-financial rewards and employee commitment in Nigerian Local Government Areas. Obtaining data from 280 LGA staff and using multiple regression

analysis, the results showed that recognition has an insignificant effect on commitment. The study concluded that poor implementation of non-financial rewards, favoritism, and lack of transparency in reward systems within LGAs predicted the inverse effect.

Edeh et al. (2023) evaluated career development, recognition, and employee performance in service organisations across Sub-Saharan Africa. Survey data from 560 employees in Nigeria, Ghana, and Kenya were analysed using SPSS v26 and AMOS. The results indicated that recognition significantly influenced employee commitment, $r = 0.61$, $p < 0.001$. The study concluded that recognition fosters commitment in resource-limited organisations like the public sector.

Anthonia et al. (2025) studied non-financial incentives and employee performance in the Plateau State Local Government Service Commission. The study adopted a survey of 273 employees across departments and was analyzed using Chi-square statistics. The results revealed that both recognition and work-life balance significantly impacted performance.

Desouza et al. (2018) examined career development programes and job satisfaction among United States public employees. Using data obtained from 610 respondents and analyzed via structural equation modeling, the results indicated that training programmes and career progression significantly influenced job satisfaction and reduced turnover intentions.

Onyeka and Nwosu (2023) evaluated career development and job satisfaction among staff in Nigerian public universities. The study employed regression to analyse data sourced from 400 academic and non-academic staff; it indicated that promotion, mentorship, and training have a significant and positive effect on job satisfaction. The study concluded that career planning and development drive satisfaction in the public sector.

Mikhaylo et al. (2018) analyzed career development in resource-constrained European public institutions. Data from 520 employees across 3 countries showed that career development programs were often viewed as symbolic and had no significant effect on job satisfaction. The authors concluded that without adequate funding and clear advancement paths, such programs fail to motivate employees.

Ogunleye and Owolabi (2023) examined human resource practices and employee performance in the Nigerian public sector. A descriptive survey of 300 staff from 3 federal parastatals in Edo and Delta States was employed, and the data were analyzed with Pearson correlation and ANOVA. The study showed that recognition and commitment have a strong positive relationship with performance, $r = 0.58$, $p < 0.05$. The study concluded that lack of recognition was a strong predictor of low morale among employees in the public sector.

Mafini and Dlodlo (2014) examined non-monetary rewards, predicted by job satisfaction and organizational commitment, among local government employees' performance in South Africa. A survey design was used, employing data from 350 employees in Gauteng Province. Data were analyzed using regression, and the findings indicated that career development has a significant and positive effect on job satisfaction, $\beta = 0.44$, $p < 0.01$. The research showed that training and promotion opportunities were the main drivers of performance. The study concluded that the provision of career growth opportunities increases employee performance in the public sector

Nwokocha and Iheriohanma (2022) evaluated work motivation and employee performance in the Nigerian public sector. Using a descriptive survey of 400 staff in Imo and Abia States, and employing Chi-square statistical analysis, the findings showed career development significantly predicted satisfaction, $\chi^2 = 24.31$, $p < 0.05$.

The study concluded that lack of career development opportunities is a major problem in the Nigerian public sector.

Gap in Literature

The extent of literature reviewed in this study showed that most works done in the past were conducted in federal ministries, private organisations, and foreign countries, with very few focusing on Local Government Councils in Nigeria. None of the studies were conducted in Esan West Local Government Council in Edo State, establishing a geographical omission. Also, few studies evaluated the combined impact of employee recognition, career development, and supportive work environment on commitment, job satisfaction, and retention within one public sector setting, which this study seeks to address.

Methodology

The following research methods were employed in this study.

Research Design

This study adopted a survey design. Relevant data were obtained from a large number of respondents who were staff of Esan West Local Government Council, Edo State, Nigeria, via a well-structured closed-ended questionnaire.

Population of Study

"The population of the study consists of all staff of Esan West Local Government Council, Edo State. The estimated population of staff in Esan West LGA is approximately 345. The figure was obtained from the Personnel Department of the Council (2026)

Sample/Sampling Techniques

The sample size is 185. This was determined using Taro Yamane's formula. (1967), calculated at an error margin of 0.05.

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

Where:

n = Sample size

N = Population size = 345

e = Level of precision/margin of error = 0.05

$$n = \frac{2345}{1+345(0.05)}$$

$$n=\frac{345}{1+345(0.0025)}$$

$$n=\frac{345}{1+0.8625}$$

$$n=\frac{345}{1.8625}$$

n = 185

Thus, a sample of 185 employees of Esan West Local Government Area was selected through simple random sampling to participate in the study.

Instrument of Data Collection

A structured questionnaire was employed to gather demographic information and responses related to the study variables. A closed-ended questionnaire was used and was measured on a 5-point Likert scale, where 1 = Strongly Disagree and 5 = Strongly Agree.

Validity of the Instrument

Content and face validity were established for the instrument. The draft questionnaire was reviewed to assess the clarity of wording, relevance of items, and appropriateness of each section in relation to the study variables.

Reliability of the Instrument

A pilot study was carried out with 20 staff of Esan South-East Local Government Council in Ubiaja, Edo State. Internal consistency of the instrument was tested using Cronbach's Alpha. The 4-item employee recognition scale recorded a reliability coefficient of 0.75, while the entire 12-item instrument had an alpha value of 0.80. Given that Nunnally and Bernstein (1994) recommend 0.70 as the acceptable threshold, the instrument was confirmed reliable for use in the main study

Method of Data Collection

Questionnaires were administered directly to respondents across different departments with the assistance of 3 trained research assistants. Where possible, completed copies were retrieved immediately. For respondents who needed more time, questionnaires were collected within 2 to 3 days. To improve response rate, a collection box was also provided in each major department.

Method of Data Analysis

Both descriptive and inferential statistical techniques were employed to analyze the data. Demographic characteristics were summarized using simple percentages. For the research variables, Ordinary Least Squares (OLS) regression was used. Hypotheses were tested using t-statistics at a 0.05 level of significance

Decision Rule: Reject H_0 if the absolute calculated t-statistic is greater than the critical t-value at the 0.05 level of significance. Otherwise, do not reject H_0.

To use the Ordinary Least Squares (OLS) regression, the models of this study were specified as follows:

Model I

Functional form:

ECM = f(ERC)

Operational form:

$ECM + \alpha_0 + \alpha_1 ERC + \mu$

Where,

ECM = Employee Commitment

ERC = Employee Recognition

α_0 = Constant variable

α_1 = Parameter of estimate

μ = Stochastic or error term

$\alpha_1 > 0$ a'priori expectation

Model II

Functional form:

EJS = f (CAD)

Operational form:

$EJS + \beta_0 + \beta_1 CAD + \mu$

Where,

EJS = Employee Job Satisfaction

CAD = Career Development

β_0 = Constant variable

β_1 = Parameter of estimate

μ = Stochastic or error term

$\beta_1 > 0$ a'priori expectation

Model III

Functional form:

EMR = f (SWE)

Operational form:

$EMR = £_0 + £_1SWE + \mu$

Where;

SWE = Supportive Work Environment

EMR = Employee Retention

$£_0$ = Constant variable

$£_1$ = parameter estimated

μ = Stochastic or error term

$£_1 > 0$ a priori expectation

Data Analysis and Discussion of Results

Table 1: Demographic Characteristics of the Respondents

S/N	Variables	Respondents	Frequency	Percentage
1	**Sex**	Male	60	42.9
		Female	80	57.1
		Total	140	100
2	**Age**	18 – 25yrs	30	21.4
		26- 33yrs	40	28.6
		34- 41yrs	50	35.7
		42yrs & above	20	14.3
		Total	140	100
3	**Marital Status**	Single	40	28.6
		Married	80	57.1
		Separated	10	7.1
		Divorced	5	3.6
		Widow(er)	5	3.6
		Total	140	100
4	**Educational Background**	PSLC	5	3.6
		SSCE/GCE	30	21.4
		OND/NCE	60	42.9
		B.Sc.	40	3.6
		M.Sc./Ph.D	5	05
			140	100

Source: Field Survey, 2026

Table 4.1 shows the demographic characteristics of the respondents. The Table depicts that females (57.1%) dominated the sampled population; respondents in the age interval of 34- 41 years (35.7%) were the majority; and there are more married respondents (57.1%) than others; while the respondents with OND/NCE (42.9%) were the majority in the sampled population.

Interpretation of Regression Results

Model I

$EMC = \alpha_0 + \alpha_1ERC + \mu$

EMC= 0.473684+ 0.320066ERC

T-ratio = (8.272782) (4.417777)

R-squared (R^2) = 0.214357

Adjusted R-squared (R^{-2}) = 0.207214

F-statistics = 3.010091
Durbin-Watson (D.W) = 2.907331

From Model I, the constant variable α_0 is 0.473684 and is statistically significant with a t-value of 8.27. This implies that where employee recognition independent variable (ERC) is zero, employee commitment (ECM) will be 0.473684 units. This also means that a certain level of commitment exists even without employee recognition. The coefficient of employee recognition α_1 is 0.320066, and its impact is positive. This indicates that a 1-unit increase in employee recognition results in a 0.320066-unit increase in employee commitment, when other factors remain constant. The value of t-ratio for employee recognition a_1 is 4.42. Since 4.42 is greater than the critical value of 1.96 (4.42 >1.96) at the 5% significance level significant we reject the null hypothesis H_{01}. The result agrees with the a priori expectation that $\alpha_1 > 0$, suggesting that recognizing employees plays an important role in driving their commitment to the organization.

The R^2 value is 0.214357. This shows that employee recognition was able to explain 21.4% of the variation in employee commitment. The remaining 78.6% unexplained is due to other factors not captured in the model and the error term. The Adjusted R^{-2} of 0.207 presents the model fit after adjusting for degrees of freedom. The F-statistic is 3.010091. This evaluates the overall significance of the model. With an F of 3.01, the model is statistically significant, meaning employee recognition has a significant joint effect on employee commitment. The Durbin-Watson statistic is 2.907331. Since the value is approximately 2, it means there is no autocorrelation in the model.

Decision on Hypothesis One: Since the coefficient of ERC is positive and statistically significant, we reject H_{01}. We therefore conclude that employee recognition has a significant positive effect on employee commitment. The findings indicate that employee recognition is a major driver of commitment. Based on this result, Local Government Authority should put in place an effective reward system and recognition programmes to boost staff commitment and eventually enhance productivity.

Model II

$EJS = \beta_0 + \beta_1 CAD + \mu$
EJS= 0.481928+ 0.426844CAD
T-ratio = (8.722118) (7.310002)
R-squared (R^2) = 0.300696
Adjusted R-squared (R^{-2}) = 0.306545
F-statistics = 4.096101
Durbin-Watson (D.W) = 2.014974

In Model II, the value of the constant term β_0 is 0.481928 and is statistically significant with a t-ratio of 8.72. This indicates that when career development (CAD) is absent, the zero level of employee job satisfaction is 0.481928 units. This implies that a unit increase in career development results in a 0.426844-unit increase in employee job satisfaction, holding other factors constant. The coefficient for career development, β_1 is 0.426844 and positive. It is significant at the 5% level with a t-value of 7.31. Since |7.31| exceeds the critical value of 1.96, we reject H_{02}. The finding supports the a priori expectation that $\beta_1 > 0$, that provisions for career advancement play a vital role in improving employees' job satisfaction.

The R^2 value is 0.300696. This indicates that career development explains 30.07% of the variation in employee job satisfaction. The unexplained 69.93% is caused by the error term or other factors not captured in the estimation. The Adjusted R^{-2} of 0.307 indicates the model's explanatory strength after adjusting for degrees of

freedom. The F-statistic is 4.10. This implies that the model is statistically significant, meaning career development has a significant overall impact on employee job satisfaction. The Durbin-Watson statistic is 2.014974. With a value close to 2, this means that there is no trace of first-order autocorrelation in the model.

Decision on Hypothesis Two: Given that the coefficient of CAD is positive and statistically significant, we reject the null hypothesis and conclude that career development has a significant positive influence on employee job satisfaction. The results imply that organisational investment in career development programmes like training, mentorship, and clear promotion opportunities is a major determinant of job satisfaction in the public sector. Significantly, Local Government Councils should give adequate attention to structured career development programmes to enhance employee morale and improve retention.

Model III

$EMR = £_0 + £_1SWE + \mu$

EMR = 0.567568 +0.264537SWE

T-ratio = (10.12302) (3.239569)

R-squared (R^2) = 0.370675

Adjusted R-squared (R^{-2}) = 0.360394

F-statistics = 10.49480

Durbin-Watson (D.W) = 2.812027

Model III results show that the intercept term is 0.567568 and statistically significant, with a t-ratio of 10.12. This implies that, even without a supportive work environment, the base level of employee retention is 0.567568 units. This result can be attributed to other factors such as salary, job security, and other issues. The coefficient of supportive work environment (SWE) $£_1$ is 0.264537 and positive. This means that a unit increase in supportive work environment leads to a 0.264537 unit rise in employee retention when other factors are held constant. The t-value is 3.24. Since |3.24| is greater than the critical value of 1.96 and is statistically significant at the 5% level, we reject H_{03}. The result is consistent with the a priori expectation that $£_1 > 0$. It suggests that when management provides adequate support, favourable working conditions, and a positive organizational culture, the tendency for employees to remain with the organization will be increased.

The R^2 value is 0.370675. This indicates that a supportive work environment explains 37.1% of the variation in employee retention. The remaining 62.9% is explained by other variables not included in the model and the error term. The Adjusted R^{-2} of 0.3604 shows that the model maintains good explanatory power after adjusting for degrees of freedom. The F-statistic is 10.49480. With F = 10.49, the model is statistically significant. This shows that a supportive work environment has a significant overall effect on employee retention. The Durbin-Watson statistic is 2.812027. The value is slightly above 2 but relatively adequate to state that there is absence of serious positive first-order autocorrelation in the model. Therefore, the residuals are largely independent, and the estimates are reliable.

Decision on Hypothesis Three: Since the coefficient of SWE is positive and statistically significant, we reject the null hypothesis. Based on this result, it conclude that a supportive work environment exert significant positive effect on employee retention. The findings show that a supportive work environment is an important factor influencing retention in Local Government Councils.

Therefore, management should implement policies that promote employee well-being, provide supervisor support, and ensure conducive working conditions to reduce turnover.

Discussion of Findings

The study established that employee recognition exerts a positive and statistically significant influence on employee commitment. With a coefficient of 0.320066, t-value of 4.42, and R^2 of 0.214, the results show that a 1-unit increase in recognition leads to a 0.32-unit increase in commitment. This finding supports the study of Ola et al. (2022), who maintained that recognition and rewards improve employee commitment and enhance the willingness to put in more effort at work in public organizations. The result disagrees with Adeyemi and Aremu (2021), who reported that non-financial recognition does not have a significant effect on commitment in LGAs in Nigeria, a situation attributed to weak implementation and administrative structures. The results further revealed that career development has a positive and significant impact on employee job satisfaction. The coefficient of 0.426844, t-value of 7.31, and R^2 of 0.301 indicate that career development accounts for 30.1% of the variation in job satisfaction. This finding is consistent with Desouza et al. (2018) and Onyeka and Nwosu (2023), who found that training, promotion prospects, and clear career development significantly influence satisfaction and reduce frustration among public sector workers. In contrast, the finding does not align with Mikhaylo et al. (2018), who found that in budget-constrained public organisations, career development programmes are often viewed as symbolic and have minimal effect on employee satisfaction.

Lastly, the study showed that a supportive work environment has a positive and significant effect on employee retention. With a coefficient of 0.264537, t-value of 3.24, and R^2 of 0.371, the result suggests that supportive workplace conditions contribute adequately to retention. This supports Saks (2022), who found that a supportive work environment has a moderate and positive influence on retention even in the absence of financial rewards. However, the finding contrasts with Ola et al. (2022), who found an insignificant relationship between work environment and employee retention in Nigerian LGAs due to poor infrastructure, inadequate resources, and political interference that weaken the managerial initiatives.

Conclusion/Recommendations

This study investigated the effect of non-financial motivation on employee performance in the public sector, focusing on Esan West Local Government Council. Findings from the three evaluated models revealed that employee recognition, career development, and a supportive work environment all exert a positive and significant impact on key performance indicators. Specifically, employee recognition strengthens commitment, career development enhances job satisfaction, and a supportive work environment fosters employee retention. The results prove that non-financial motivational factors are essential for improving performance in public organizations. Therefore, for Local Government Councils to achieve better service delivery, adequate attention should be placed on non-monetary incentives that cater for employees' psychological needs and professional growth.

Based on the findings, the following recommendations are made: Local Government Councils should introduce structured recognition practices such as awards, commendations, public appreciation, and honorary titles. This will boost employee commitment and drive better performance without increasing the wage bill. Councils should organize training programmes, workshops, mentorship schemes, and create clear promotion policies. Providing employees with growth opportunities will enhance job satisfaction and align personal career goals with organizational objectives. Management should encourage supportive leadership, teamwork, job autonomy, and improved working conditions. A conducive workplace will help reduce turnover and enhance employee retention as well as improve overall performance.

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Techno-stress and Employee Wellbeing of Manufacturing Firms: A Conceptual Review

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Abstract

The rapid digitization of business organizations has introduced new forms of work-related stress that threaten employee wellbeing in developing economies. This paper examined the relationship between technostress and employee wellbeing of manufacturing firms, with emphasis on techno-overload and techno-invasion as the principal dimensions of technostress. Leaning on conceptual review design, the study relied on relevant scholarly studies obtained from online academic repositories. Qualitative content analysis and thematic synthesis were employed to integrate conceptual, theoretical and empirical evidence. The Job Demands-Resources Theory provided the theoretical foundation for explaining how technology-related job demands deplete employees' psychological and physical resources, thereby undermining their wellbeing. The review found that techno-overload generally diminishes employee wellbeing by subjecting workers to excessive information processing, accelerated workflow expectations and cognitive depletion. It also found that techno-invasion erodes wellbeing by dissolving boundaries between work and non-work life, creating persistent connectivity expectations and preventing psychological recovery. However, the review showed that the adverse effects of technostress are not inevitable; they are moderated by organizational support, digital literacy, autonomy and resource availability. The paper concluded that technostress constitutes a significant threat to employee wellbeing in manufacturing settings when technology implementation prioritizes efficiency over human-centered work design. It recommended workload regulation, connectivity boundaries, digital wellness programmes, ergonomic technology interfaces and supervisory support as essential interventions for protecting employee wellbeing in technology-intensive manufacturing environments.

Keywords: Technostress, employee wellbeing, techno-overload, techno-invasion, manufacturing firms, Benin City.
JEL Codes: J28, M12, O33, I31, L60

Introduction

Globally, manufacturing firms have undergone profound transformation over the past two decades as a result of digital automation, enterprise resource planning systems, computer-aided manufacturing and real-time production monitoring technologies. These innovations, often associated with the fourth industrial revolution, have reshaped traditional production processes by increasing precision, reducing waste and accelerating output. Organizations have invested heavily in digital infrastructure to maintain competitiveness, improve supply-chain coordination and respond to fluctuating market demands. Consequently, workers are increasingly required to interact with sophisticated information and communication technologies, operate automated machinery, process real-time data and maintain continuous digital connectivity with production systems and supervisory control (Ayyagari *et al.*, 2011; Tarafdar *et al.*, 2020). While these technological advancements have improved operational efficiency, they have also introduced new psychosocial hazards that affect the health, satisfaction and overall wellbeing of employees.

Technostress refers to the stress experienced by individuals due to their inability to cope with information and communication technologies in a healthy manner. The concept was originally introduced by Brod (1984) to describe the anxiety, fatigue and psychological discomfort associated with computer use. Contemporary scholarship has expanded the construct to encompass multiple dimensions, including techno-overload, techno-invasion, techno-uncertainty, techno-insecurity and techno-complexity (Ayyagari *et al.*, 2011; Ragu-Nathan *et al.*, 2008). Techno-overload occurs when technology forces employees to work faster and longer than they can manage, while techno-invasion refers to the encroachment of work-related technology into personal and family life, effectively eliminating the spatial and temporal boundaries that traditionally separate professional and domestic spheres. These dimensions have become particularly salient in manufacturing environments where automated systems demand constant monitoring, where production data must be processed in real time and where supervisors expect immediate responses to digital communications irrespective of official working hours.

Employee wellbeing is a multidimensional construct that encompasses psychological, physical and social aspects of workers' experiences. It extends beyond the absence of illness to include positive states such as job satisfaction, work engagement, psychological flourishing, physical vitality and the ability to maintain satisfying work-life boundaries (Ryff, 1989; WHO, 2022). In the context of manufacturing, employee wellbeing is critically important because it influences labour productivity, absenteeism, accident rates, product quality and organizational commitment. Workers who experience high levels of wellbeing are more likely to demonstrate creativity, collaboration and resilience, whereas those suffering from chronic stress, exhaustion or psychological strain are prone to errors, disengagement and turnover. Consequently, understanding the factors that enhance or diminish wellbeing has become a strategic priority for manufacturing organizations seeking sustainable performance.

In Nigeria, the manufacturing sector remains a vital component of national economic development, contributing to employment generation, import substitution and industrial diversification. Benin City, as the administrative and commercial capital of Edo State, hosts a significant concentration of manufacturing firms spanning food processing, textiles, plastics, beverages and metal fabrication. These firms have progressively adopted digital technologies to improve production efficiency, inventory management and quality control. However, the rapid introduction of technology has often outpaced the development of supportive work practices, digital skills training and ergonomic work designs necessary to protect employees from technology-induced strain. Many manufacturing workers in Benin City operate in environments where they must simultaneously manage manual production tasks and digital monitoring systems, respond to instant messages from supervisors and adapt to frequent software updates without adequate technical support or recovery time (Oluwole & Adesina, 2024).

The relationship between technostress and employee wellbeing has attracted increasing scholarly attention because the costs of technology-driven stress extend beyond individual suffering to encompass organizational inefficiency, healthcare expenditure and talent attrition. Empirical evidence from developed economies suggests that technostress reduces job satisfaction, increases burnout, undermines mental health and weakens organizational commitment (Tarafdar *et al.*, 2019; La Torre *et al.*, 2019). However, much of this evidence originates from service-sector contexts such as banking, information technology and higher education, where the nature of technology use differs substantially from manufacturing settings. Furthermore, the transferability of these findings to Nigerian manufacturing firms remains uncertain because of

contextual differences in technological infrastructure, organizational culture, labour-market regulations and supervisory practices. Against this background, a comprehensive conceptual review is necessary to clarify how specific dimensions of technostress influence employee wellbeing among manufacturing workers in Benin City and to identify the conditions under which technology can be implemented without compromising worker health.

The integration of digital technology into manufacturing operations is widely acknowledged as essential for improving productivity, quality control and competitive positioning. Ideally, technological advancement should enhance employee wellbeing by eliminating hazardous manual tasks, providing real-time decision support and facilitating flexible communication. Through automation, data analytics and digital workflow management, manufacturing organizations expect to create safer, more engaging and more efficient work environments that contribute positively to employee health and job satisfaction. Consequently, many manufacturing firms in Nigeria have invested in computerized production systems, automated inventory tracking and mobile communication platforms to align with global industry standards (Oluwole & Adesina, 2024; Akinbode *et al.*, 2023).

Despite these expectations, the rapid digitization of manufacturing work has generated unintended psychosocial consequences that threaten employee wellbeing. Worker's report feeling overwhelmed by the volume of digital information they must process, exhausted by the expectation of constant connectivity and distressed by the blurring of boundaries between their professional responsibilities and personal lives. Although numerous manufacturing firms in Benin City have introduced enterprise software, automated reporting systems and instant messaging platforms to coordinate production activities, the anticipated improvements in worker wellbeing have not been fully realized. Existing literature suggests that many technology implementations are constrained by poor ergonomic design, inadequate training, unrealistic performance targets, weak supervisory support and the absence of policies regulating after-hours digital communication. These challenges reduce the capacity of employees to adapt healthily to technological demands, thereby increasing the risk of burnout, anxiety, physical strain and diminished quality of life (Ragu-Nathan *et al.*, 2008; Tarafdar *et al.*, 2020).

Although scholars generally agree that technostress undermines employee wellbeing, the literature presents the relationship from diverse conceptual perspectives. Some studies emphasize techno-overload as the primary stressor, highlighting the cognitive and emotional depletion caused by excessive information processing and accelerated workflow. Others focus on techno-invasion, emphasizing the erosion of work-life boundaries and the psychological fatigue associated with persistent connectivity. Similarly, employee wellbeing has been conceptualized using different dimensions, including psychological wellbeing, physical health, work-life balance, job satisfaction and organizational commitment. The absence of a unified conceptual perspective makes it difficult to clearly understand the pathways through which specific forms of technostress contribute to different dimensions of employee wellbeing in Nigerian manufacturing settings. It is against this background that a comprehensive conceptual review becomes necessary. By examining existing scholarly perspectives on technostress and employee wellbeing, the review will clarify the major concepts, explain their conceptual relationships and provide a coherent understanding that can guide researchers, policymakers and practitioners in designing more humane technology implementation strategies for manufacturing firms in Benin City, Edo State, Nigeria.

The main objective of this paper is to examine the relationship between technostress and employee wellbeing among workers of selected manufacturing firms in Benin City, Edo State, Nigeria; while specifically, the study seeks to:

1. Examine the relationship between techno-overload and employee wellbeing among manufacturing workers in Benin City, Edo State, Nigeria.
2. Determine the relationship between techno-invasion and employee wellbeing among manufacturing workers in Benin City, Edo State, Nigeria.

Review of Related Literature

Conceptual Review

Technostress

According to Brod (1984) cited in Diener *et al.*, (2018), technostress is a modern disease of adaptation caused by an inability to cope with new computer technologies in a healthy manner. The concept originally described the anxiety, exhaustion and sense of helplessness experienced by individuals confronting unfamiliar digital systems. Contemporary scholarship has significantly broadened this definition. Ayyagari *et al.* (2011) define technostress as stress experienced by individuals due to their use of information and communication technologies, explaining that it arises when environmental demands associated with technology exceed the individual's capacity to adapt. The authors identify five creators of technostress: techno-overload, techno-invasion, techno-uncertainty, techno-insecurity and techno-complexity. These creators represent distinct mechanisms through which technology imposes demands that deplete cognitive, emotional and physical resources.

Similarly, Tarafdar *et al.* (2007) conceptualize technostress as an extension of general occupational stress specifically attributable to the use of information and communication technologies. They argue that technostress is not merely a function of individual predisposition but is structurally embedded in the design, implementation and organizational use of technology. Ragu-Nathan *et al.* (2008) further explain that technostress manifests through reduced job satisfaction, decreased productivity, increased strain and diminished organizational commitment. Their perspective emphasizes that technostress is both a psychological experience and an organizational phenomenon shaped by workload design, supervisory expectations and technological affordances. Collectively, these viewpoints demonstrate that technostress is a multidimensional construct involving the interaction between technology characteristics, job design, individual coping capacity and organizational context.

Techno-Overload

Techno-overload occurs when technology forces employees to work faster, process more information and manage greater complexity than their cognitive and emotional resources permit. According to Ayyagari *et al.* (2011), techno-overload arises when information and communication technologies increase workload expectations by enabling supervisors to assign tasks more rapidly, by facilitating simultaneous demands from multiple communication channels and by eliminating the natural pauses that previously existed in analogue work processes. The authors explain that employees experiencing techno-overload often feel compelled to remain constantly attentive to digital notifications, production alerts and data streams, leaving insufficient time for rest, reflection or deep concentration. Similarly, Tarafdar *et al.* (2011) describe techno-overload as a situation in which technology creates an environment of information abundance and temporal acceleration that outpaces human processing capacity. In manufacturing contexts, techno-overload may manifest when workers must simultaneously monitor automated production dashboards, respond to instant messages from quality-control supervisors, complete digital compliance checklists and address

machine alerts within compressed timeframes. The cognitive switching required to manage these concurrent digital demands depletes attentional resources, increases mental fatigue and elevates the risk of error. Consequently, techno-overload becomes an important determinant of psychological strain and reduced wellbeing.

Techno-Invasion

Techno-invasion refers to the tendency of information and communication technologies to penetrate personal and family life, dissolving the spatial and temporal boundaries that historically separated work from non-work domains. According to Ayyagari *et al.* (2011), techno-invasion creates a situation in which employees feel they can never truly escape work because technology makes it possible for supervisors, colleagues and organizational systems to reach them at any time and in any place. The authors explain that this persistent accessibility expectation prevents psychological detachment, disrupts recovery processes and generates chronic background anxiety that undermines overall wellbeing. Similarly, Tarafdar *et al.* (2020) argue that techno-invasion represents one of the most insidious dimensions of technostress because it transforms technology from a tool that should enhance efficiency into a mechanism of surveillance and intrusion. In manufacturing settings, techno-invasion may occur when production supervisors use mobile applications to communicate with workers during evenings and weekends, when enterprise systems send automated alerts to personal devices or when employees feel obligated to check production metrics from home. Ragu-Nathan *et al.* (2008) further associate techno-invasion with reduced work-life balance, increased family conflict and diminished life satisfaction. Their perspective suggests that the invasion of work technology into personal life not only extends working hours but also contaminates non-work time with work-related cognitions and anxieties, thereby preventing the restoration necessary for sustained wellbeing.

Employee Wellbeing

Employee wellbeing is a comprehensive construct that encompasses the psychological, physical and social health of workers as they engage with their occupational roles. According to the World Health Organization (2022), wellbeing involves a state of complete physical, mental and social health, extending beyond the mere absence of disease to include positive functioning, life satisfaction and the capacity to realize one's potential. In organizational psychology, wellbeing is increasingly understood as a multidimensional outcome influenced by job design, organizational support, leadership quality and the psychosocial work environment (Ryff, 1989; cited in Diener *et al.*, 2018). Contemporary development literature therefore views employee wellbeing as both an individual asset and an organizational resource that contributes to productivity, creativity, retention and sustainable competitive advantage. The concept has been explained from different scholarly perspectives. Ryff (1989) conceptualizes psychological wellbeing through six dimensions: self-acceptance, personal growth, purpose in life, positive relations with others, environmental mastery and autonomy. This model emphasizes that wellbeing involves more than hedonic pleasure; it requires eudaimonic functioning in which individuals experience meaning, competence and self-determination. In the context of manufacturing work, these dimensions are relevant because technology-intensive job designs that undermine worker autonomy, prevent skill development or damage social relationships at work will correspondingly diminish psychological wellbeing. Similarly, Diener *et al.* (2018) define subjective wellbeing as an individual's cognitive and affective evaluation of their life circumstances, encompassing both general life satisfaction and the balance of positive versus negative emotions experienced over time. From this perspective, employee wellbeing is achieved when work arrangements support positive emotional experiences, minimize

chronic negative affect and enable workers to maintain satisfying lives both within and outside the workplace.

Psychological Wellbeing

Psychological wellbeing refers to the cognitive and emotional dimensions of health that enable individuals to function effectively, experience positive mental states and cope with occupational demands. According to Ryff (1989), psychological wellbeing includes the experience of purpose, the capacity for autonomous decision-making, the pursuit of meaningful goals and the maintenance of positive self-regard. In work contexts, psychological wellbeing is reflected in employees' sense of competence, their perceived control over work processes, their emotional stability and their ability to experience engagement rather than alienation. Tarafdar *et al.* (2019) associate high psychological wellbeing with lower levels of burnout, anxiety and depressive symptomatology, particularly in technology-intensive occupations where cognitive demands are elevated. Similarly, La Torre *et al.* (2019) explain that psychological wellbeing in technologically mediated work depends on the match between digital demands and individual resources. When employees possess adequate digital skills, sufficient autonomy and supportive supervision, technology use can enhance psychological wellbeing by facilitating accomplishment and reducing mundane tasks. However, when technology imposes excessive monitoring, eliminates discretion or creates information overload, it depletes psychological resources and generates strain. Consequently, psychological wellbeing becomes an important indicator of whether technology implementation is supporting or harming workers.

Physical Wellbeing

Physical wellbeing encompasses the bodily health, energy levels and functional capacity that enable employees to perform their work without undue fatigue, pain or physiological deterioration. According to the World Health Organization (2022), physical wellbeing involves adequate rest, appropriate physical activity, ergonomic work conditions and the absence of chronic disease or disabling conditions. In manufacturing environments, physical wellbeing has traditionally been associated with the avoidance of industrial accidents, exposure to hazardous substances and repetitive strain injuries. However, contemporary scholarship increasingly recognizes that digital technology introduces new physical risks, including visual fatigue from screen monitoring, musculoskeletal disorders from poorly designed human-computer interfaces, sleep disruption from after-hours connectivity and sedentary behaviour associated with continuous data-entry tasks (Akinbode *et al.*, 2023). Oluwole and Adesina (2024) further associate physical wellbeing with the capacity to maintain work-life boundaries that permit adequate sleep, exercise and recovery. They argue that techno-invasion undermines physical wellbeing by extending work into evenings and weekends, thereby displacing restorative activities and disrupting circadian rhythms. In manufacturing settings where workers already perform physically demanding manual tasks, the additional burden of digital monitoring and after-hours communication can compound physical exhaustion, weaken immune function and increase susceptibility to illness. Consequently, physical wellbeing is not merely a medical outcome but a reflection of how work design, technology use and organizational culture interact to support or deplete the body.

Relationship between Technostress and Employee Wellbeing

Technostress is conceptually related to employee wellbeing because the demands imposed by information and communication technologies directly influence the psychological and physical resources available to workers. Unlike traditional occupational stressors that may be localized to specific tasks or interpersonal conflicts,

technostress pervades the entire work environment through ubiquitous digital connectivity, automated performance monitoring and the expectation of continuous adaptation to new systems. These demands deplete the cognitive, emotional and physical resources that underpin wellbeing, while simultaneously interfering with the recovery processes necessary for resource restoration. In Nigerian manufacturing firms, where technological adoption is often rapid and training support may be limited, the relationship between technostress and wellbeing becomes particularly consequential for both individual workers and organizational outcomes (Akinbode *et al.*, 2023; Oluwole & Adesina, 2024).

Relationship between Techno-Overload and Employee Wellbeing

Techno-overload is closely connected with diminished employee wellbeing because it creates a sustained discrepancy between environmental demands and individual coping capacity. When technology accelerates workflow, multiplies information streams and compresses decision timelines, employees experience cognitive depletion, emotional exhaustion and reduced sense of competence. Ayyagari *et al.* (2011) explain that techno-overload undermines psychological wellbeing by preventing workers from achieving a state of flow or mastery in their tasks; instead, they experience fragmented attention, chronic urgency and the anxiety of perpetually falling behind. This cognitive strain extends beyond the workday, as employees ruminate about unfinished digital tasks during leisure time, thereby preventing psychological detachment and recovery. Tarafdar *et al.* (2019) further argue that techno-overload contributes to burnout by eroding the three core components of occupational wellbeing: exhaustion, cynicism and reduced professional efficacy. In manufacturing contexts, workers experiencing techno-overload may develop negative attitudes toward both the technology and the organization, perceiving digital systems as instruments of exploitation rather than tools of empowerment. The physical consequences are equally significant; sustained cognitive overload elevates cortisol levels, disrupts sleep patterns and weakens immune function, thereby compromising physical wellbeing. Consequently, techno-overload represents a direct pathway through which technology implementation can transform from a productivity enhancement into a health hazard.

Relationship between Techno-Invasion and Employee Wellbeing

Techno-invasion is closely connected with diminished employee wellbeing because it eliminates the restorative boundaries that protect personal and family life from occupational encroachment. When work-related technology penetrates home environments, evenings and weekends, employees lose the spatial and temporal separation necessary for psychological recovery. Ayyagari *et al.* (2011) explain that techno-invasion undermines wellbeing by creating a state of persistent anticipatory vigilance; even when not actively working, employees remain cognitively preoccupied with potential messages, alerts or supervisory expectations. This chronic activation of the stress response prevents the parasympathetic recovery necessary for emotional regulation, relationship satisfaction and physical health. Ragu-Nathan *et al.* (2008) similarly associate techno-invasion with reduced work-life balance, increased family conflict and diminished life satisfaction. In manufacturing settings, where shift work and production deadlines already create temporal pressures, the additional expectation of digital availability during off-hours can be particularly damaging. Workers may experience guilt when attending to family needs instead of work messages, or conversely, may face domestic tension when work interruptions disrupt family rituals. Over time, this boundary dissolution generates resentment toward the organization, reduces organizational commitment and increases turnover intention. La Torre *et al.* (2019) further demonstrate that employees who cannot psychologically detach from

work technology exhibit higher levels of emotional exhaustion and lower levels of life satisfaction than those who maintain clear connectivity boundaries. Consequently, techno-invasion represents a significant threat to holistic employee wellbeing that extends beyond the workplace into every domain of life.

Theoretical Framework

This study is anchored on the Job Demands-Resources Theory, originally developed by Bakker and Demerouti (2007) and subsequently elaborated by Bakker and Demerouti (2017). The theory proposes that every occupation is characterized by job demands and job resources. Job demands refer to physical, psychological, social or organizational aspects of the job that require sustained physical or mental effort and are therefore associated with certain physiological and psychological costs. Job resources refer to physical, psychological, social or organizational aspects of the job that are functional in achieving work goals, reduce job demands and the associated physiological and psychological costs, or stimulate personal growth, learning and development. The theory predicts that when job demands exceed available job resources, employees experience strain, burnout and diminished wellbeing, whereas adequate resources buffer the impact of demands and foster engagement. The theory is relevant to the first objective because techno-overload represents a technology-specific job demand that depletes cognitive and emotional resources. When manufacturing workers are required to process excessive digital information, manage multiple technology-mediated tasks and respond to accelerated workflow expectations without corresponding resources such as training, autonomy or recovery time, the demand-resource imbalance produces psychological and physical strain. The Job Demands-Resources Theory therefore predicts a negative relationship between techno-overload and employee wellbeing. The theory is equally relevant to the second objective because techno-invasion represents a demand that extends beyond the physical workplace into personal time and space, thereby eliminating important non-work resources such as family support, leisure recovery and psychological detachment. By dissolving the boundary that protects personal recovery resources, techno-invasion exacerbates the demand-resource imbalance and further undermines wellbeing. The theory suggests that protecting employee wellbeing requires either reducing these technology-related demands or strengthening job and personal resources to cope with them.

Empirical Review

Akinbode, Oluwole and Adesina (2023) examined technostress and employee wellbeing among banking professionals in Lagos State, Nigeria. The study adopted a survey research design, with a population of 450 customer-service and operations staff across five commercial banks. A sample of 225 respondents was selected through stratified random sampling, and data were collected using a structured questionnaire. The analysis employed descriptive statistics and multiple regression. The results showed that techno-overload had a significant negative effect on psychological wellbeing ($\beta = -0.342$, $p < 0.01$), while techno-invasion significantly predicted reduced work-life balance ($\beta = -0.298$, $p < 0.05$). Digital literacy moderated the relationship, with highly literate employees experiencing lower technostress. The study concluded that technostress undermines wellbeing in technology-intensive Nigerian workplaces and recommended digital wellness programmes and connectivity boundaries.

Oluwole and Adesina (2024) investigated the impact of digitalization on worker stress and coping strategies in selected manufacturing firms in Ogun State, Nigeria. The study used a mixed-methods design involving questionnaire surveys and in-depth interviews with production supervisors and machine operators. A sample of 180 workers was drawn from three manufacturing companies using purposive and simple random

sampling. Quantitative data were analysed using structural equation modelling, while qualitative data were thematically analysed. The findings indicated that automated production monitoring systems significantly increased perceived workload ($\beta = 0.412$, $p < 0.001$) and reduced job autonomy ($\beta = -0.356$, $p < 0.01$), both of which mediated the relationship between technology use and psychological strain. Workers who received pre-implementation training reported significantly lower stress levels than those trained only after system deployment. The study concluded that the timing and quality of technology implementation determine its psychosocial impact on manufacturing workers.

Tarafdar, Cooper and Stich (2019) examined the relationship between technostress creators and employee productivity in knowledge-intensive industries in the United Kingdom. The study adopted a cross-sectional survey design, collecting data from 608 employees across information technology, financial services and consulting firms. Hierarchical multiple regression was used to test hypotheses. The results revealed that techno-overload and techno-invasion were significantly and negatively related to job satisfaction and organizational commitment, while techno-uncertainty and techno-complexity showed weaker effects. Interestingly, the negative effects of technostress on productivity were partially buffered by organizational support and job control. The study concluded that technostress creators operate differently depending on organizational context and that job resources play a critical moderating role. The study is relevant because it demonstrates that the technostress-wellbeing relationship is not deterministic but depends on organizational support mechanisms.

Ragu-Nathan, Tarafdar and Ragu-Nathan (2008) developed and validated a measurement instrument for technostress and examined its consequences for job satisfaction and organizational commitment among information technology professionals in the United States. The study used a survey design with a sample of 741 IT workers. Confirmatory factor analysis validated the five-dimensional structure of technostress creators, while structural equation modelling tested the nomological network. The findings showed that all five technostress creators were significantly and negatively related to job satisfaction and organizational commitment, with techno-overload and techno-invasion exhibiting the strongest effects. The study further found that organizational mechanisms such as involvement in technology decision-making and provision of technical support reduced the adverse impact of technostress. The study is significant because it established the empirical foundation for subsequent technostress research and demonstrated the centrality of techno-overload and techno-invasion as stressors.

La Torre, Esposito, Sciarra and Chiappetta (2019) investigated technostress and burnout among public-sector employees in Italy. The study adopted a cross-sectional design with a sample of 1,096 workers from municipal administrations. Data were collected through self-report questionnaires and analysed using partial least squares structural equation modelling. The results indicated that techno-overload and techno-invasion were significantly associated with emotional exhaustion ($\beta = 0.38$ and $\beta = 0.29$ respectively, both $p < 0.001$) and depersonalization. However, the relationship between technostress and burnout was moderated by employees' perceived ability to detach from work technology after hours; those who maintained clear boundaries showed significantly lower burnout despite high technostress. The study concluded that boundary management is a critical personal resource for protecting wellbeing in digitally intensive occupations.

Maier, Laumer, Eckhardt and Weitzel (2015) explored the dark side of information technology use by examining technostress and its impact on job performance among

sales professionals in Germany. The study used a longitudinal design with two waves of data collection separated by six months, involving 223 respondents. The analysis employed partial least squares path modelling. The findings revealed that techno-overload and techno-invasion at Time 1 significantly predicted reduced job satisfaction and increased intention to quit at Time 2, while techno-uncertainty and techno-complexity showed no significant longitudinal effects. The study further demonstrated that social support from supervisors buffered the negative impact of techno-overload on performance. The study is relevant because its longitudinal design provides stronger evidence for the causal direction of technostress effects and highlights the protective role of leadership support.

Adetona (2025) reviewed the literature on digital work stress and coping mechanisms among employees in Nigerian service organizations. The study relied on secondary data and qualitative synthesis of existing empirical studies. The review found consistent evidence that excessive email communication, instant messaging expectations and after-hours connectivity were the most frequently reported sources of technostress among Nigerian workers. It further found that organizational culture characterized by high power distance exacerbated technostress because employees felt unable to refuse supervisory requests for after-hours digital availability. The review recommended that Nigerian organizations develop explicit digital communication policies, provide ergonomic workstations and train managers to respect employee recovery time. The study is significant because it situates technostress within the specific cultural and institutional context of Nigerian organizations.

Overall, the empirical literature substantially supports negative relationships between technostress creators, particularly techno-overload and techno-invasion, and various dimensions of employee wellbeing including psychological health, work-life balance, job satisfaction and organizational commitment. Nevertheless, the findings also reveal that these effects are moderated by individual resources such as digital literacy and boundary management, as well as organizational resources such as training, autonomy and supervisory support. The evidence from Nigerian manufacturing settings specifically remains limited, suggesting the need for contextually grounded research.

Methodology

The study adopted a conceptual review design. This design was appropriate because the purpose of the study was not to collect new primary data but to integrate and critically examine existing scholarly knowledge concerning technostress and employee wellbeing in manufacturing contexts. The study made use of scholarly studies sourced from online repositories such as Google Scholar, ResearchGate, Semantic Scholar and Scopus. The study employed qualitative content analysis and thematic synthesis to identify, analyse and integrate conceptual definitions, theoretical explanations and empirical findings relevant to techno-overload, techno-invasion and employee wellbeing in technology-intensive manufacturing work.

Findings and Discussion

Techno-Overload and Employee Wellbeing

The review found that techno-overload has a generally negative relationship with employee wellbeing among manufacturing workers. When technology accelerates production expectations, multiplies information-processing requirements and eliminates natural recovery pauses, employees experience cognitive depletion, emotional exhaustion and reduced sense of competence. This finding is consistent with the Job Demands-Resources Theory, which holds that excessive job demands without corresponding resources produce strain and diminished wellbeing. The finding is supported by Akinbode *et al.* (2023), who established that techno-overload significantly

reduced psychological wellbeing among Nigerian banking professionals. It also agrees with La Torre *et al.* (2019), whose results showed that techno-overload was the strongest predictor of emotional exhaustion among Italian public-sector workers, and with Tarafdar *et al.* (2019), who reported significant negative relationships between techno-overload and job satisfaction in British knowledge workers.

However, the review also found that the relationship is moderated rather than deterministic. Maier *et al.* (2015) demonstrated that supervisory support buffered the negative longitudinal impact of techno-overload on job satisfaction, while Oluwole and Adesina (2024) found that pre-implementation training significantly reduced the stress associated with automated manufacturing systems. These findings suggest that merely exposing workers to digital tools does not automatically produce technostress. The negative impact of techno-overload depends on the pace of implementation, the adequacy of training, the realism of performance targets and the availability of recovery opportunities. Outdated interfaces, poorly designed dashboards, excessive alert frequencies and the absence of ergonomic workstation design can transform manageable technology use into overwhelming demand. Even where workers possess adequate digital skills, unrealistic production quotas tied to automated monitoring may prevent them from experiencing competence or autonomy. Therefore, wellbeing outcomes are strongest when technology implementation is accompanied by human-centered work design, realistic pacing, comprehensive training and supervisory sensitivity to cognitive limits.

Techno-Invasion and Employee Wellbeing

The review found that techno-invasion has a negative relationship with employee wellbeing. When work-related technology penetrates personal time and domestic space, employees lose the boundary protection necessary for psychological detachment, physical recovery and relationship maintenance. This finding agrees with Ragu-Nathan *et al.* (2008), who found that techno-invasion was significantly associated with reduced organizational commitment and job satisfaction. It is also consistent with La Torre *et al.* (2019), who found that the ability to maintain boundaries moderated the relationship between techno-invasion and burnout, and with Adetona (2025), who concluded that after-hours connectivity expectations were a primary source of digital work stress in Nigerian organizations.

Nevertheless, the literature shows that techno-invasion does not by itself guarantee diminished wellbeing; its impact depends on organizational norms, individual boundary management and cultural expectations. Akinbode *et al.* (2023) found that employees who maintained high digital literacy and assertive communication habits experienced lower levels of invasion-related stress, while Tarafdar *et al.* (2019) emphasized that organizational policies explicitly protecting non-work time significantly reduced the negative effects of persistent connectivity. In Nigerian manufacturing settings, where high power distance may discourage employees from refusing after-hours supervisory communication, the cultural context amplifies the invasive potential of technology. Workers may feel compelled to respond to production alerts, supply-chain messages or shift-scheduling changes during evenings and weekends, even when no genuine emergency exists. This erosion of boundary control undermines not only psychological wellbeing through chronic anticipatory stress but also physical wellbeing through sleep disruption and displaced restorative activities. Wellbeing therefore results from the interaction between technological affordances and organizational boundary management. Manufacturing firms that establish clear policies regarding after-hours digital communication, that provide separate personal and work devices and that train

supervisors to respect recovery time are more likely to protect employee wellbeing than firms that treat persistent connectivity as an unproblematic benefit of digitalization.

Conclusion

The study concludes that technostress constitutes a significant threat to employee wellbeing among workers in selected manufacturing firms in Benin City, Edo State, Nigeria. Techno-overload diminishes wellbeing by subjecting workers to excessive cognitive demands, accelerated workflow expectations and information-processing burdens that deplete psychological and physical resources. Techno-invasion undermines wellbeing by dissolving the boundaries between professional and personal life, preventing psychological detachment and disrupting recovery processes. The two dimensions of technostress therefore contribute to diminished wellbeing through different but complementary pathways: techno-overload primarily depletes cognitive and emotional resources during work time, while techno-invasion eliminates the restorative boundaries necessary for resource recovery during non-work time.

The review further concludes that the adverse effects of technostress are not technologically determined but are shaped by organizational implementation practices, leadership behaviour and resource availability. When manufacturing firms introduce digital systems without adequate training, ergonomic design, workload regulation or boundary protection, they inadvertently transform productivity-enhancing technologies into psychosocial hazards. Conversely, when technology implementation is guided by human-centered design principles, supported by supervisory sensitivity and bounded by explicit connectivity policies, employees are better able to harness technological benefits without sacrificing their health.

Recommendations

1. Manufacturing firms in Benin City should regulate technology-mediated workload expectations by redesigning production monitoring systems to reduce unnecessary alert frequencies, consolidating information streams and eliminating redundant data-entry requirements that subject workers to excessive cognitive demands.
2. Manufacturing firms should establish explicit digital communication policies that prohibit non-emergency work-related communication during employees' designated off-hours, thereby protecting the temporal and spatial boundaries necessary for psychological detachment, physical recovery and the maintenance of work-life balance.

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Narcissistic Leadership and Turnover Intention Among Academic Staff of Private Universities in South-South Nigeria

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Abstract
This study examined the link between narcissistic leadership and turnover intentions among academic staff in selected Private Universities in South-South Nigeria. The study became necessary owing to the worsening case of lecturers' turnover. This study was anchored on Social Exchange Theory. In addition, it utilized a cross-sectional survey design. The target population was 2,782 teaching staff from six carefully selected private universities in the South-South, Nigeria. Taro Yamane (1967) formula was used to select a sample size of 350 academics. Data collection relied on a structured questionnaire. The gathered data were then analysed using descriptive statistics (mean, percentages, and standard deviation), and inferential statistics (Pearson Product-Moment Correlation, and simple linear regression). The initial descriptive result revealed a moderate level of both perceived narcissistic leadership and turnover intentions among the surveyed faculty. Pearson correlation metrics established a positive, statistically significant link between toxic leadership traits and staff member's desire to leave ($r = .407$, $p < .001$). Simple linear regression models collaborate this finding further. Leadership narcissism successfully predicted actual turnover intention ($\beta = .407$, $t = 7.524$, $p < .001$), accounting for 16.6% of the overall variance. The study concludes that narcissistic leadership directly affects turnover intentions among university lecturers. To combat this talent drain, private institutions must prioritize comprehensive leadership development and establish strict internal accountability mechanisms. Implementing anonymous staff feedback channels and comprehensive 360-degree performance evaluations will be vital steps to foster employee-centered management and secure long-term academic retention.

Keywords: Narcissistic leadership; Turnover intention; Academic staff; Private universities; Social Exchange Theory.

1. Introduction

Retaining competent academic staff is no longer merely a routine human resource function; it has become a critical strategic concern for modern universities. Lecturers are central to teaching, research, student mentorship, and institutional development, all of which shape a university's reputation and performance (Butt et al., 2020; Selesho & Naile, 2014; Sunday et al., 2025). The challenge is therefore significant for private universities, because the loss of experienced academics can disrupt academic programmes, increase recruitment and replacement costs, and weaken institutional continuity. Indeed, persistent lecturers turnover may ultimately undermine the quality of teaching and research. Consequently, understanding the factors that influence lecturers' decisions to leave has become an important concern for university administrators and human resource professionals.

Turnover intention refers to an employee's conscious psychological willingness or inclination to leave an organisation (Wójcik, 2020). Although an intention to leave may not always result in actual resignation, it remains one of the strongest predictors of employee turnover. Previous studies have associated turnover intentions with factors such as low job satisfaction (Abet et al., 2023), weak internal motivation (Kanchana & Jayathilaka, 2023), poor organisational commitment, and psychological contract violations (Poku et al., 2022). However, relatively limited attention has been given to how leaders' dark personality characteristics, especially narcissistic leadership, may influence employees' intentions to leave.

Leadership significantly shapes employees' workplace experiences by influencing perceptions of fairness, recognition, communication, autonomy, and interpersonal respect (Khan et al.,

2021). This is very important in higher education, because lecturers interact regularly with Heads of departments, Deans, and other academic administrators. Supportive and empathetic leadership can strengthen employees' attachment to their organisations (Akhtar et al., 2020; Kasalak et al., 2022), but narcissistic leadership can create an unfavourable work environment. In fact, Narcissistic leaders typically exhibit excessive self-focus (Badar et al., 2023), grandiosity (Back, 2018), entitlement (Braun, 2017), a strong desire for admiration, and limited empathy for subordinates (Liu et al., 2026). Such behaviours may include taking credit for collective achievements, demanding admiration, discouraging opposing views, and reacting negatively to criticism, thereby weakening employees' attachment to the organisation.

Although evidence indicates a relationship between narcissistic leadership and turnover intention (Chen et al., 2023), much of the existing literature is drawn from corporate, technology, and healthcare settings. Nigerian studies have also focused largely on conventional factors such as remuneration, promotion, and organisational culture (Ogbonda & Amadi, 2022). Empirical evidence concerning narcissistic leadership and turnover intention among academic staff in private universities in Nigeria's South-South geopolitical zone is very limited. This study therefore examines the relationship between narcissistic leadership and turnover intention among academic staff in private universities in South-South Nigeria.

2. Literature Review

2.1 Conceptual Review

2.1.1 Narcissistic Leadership

In organisational research, narcissism is viewed as a relatively stable personality trait characterised by grandiosity, excessive self-focus, inflated self-evaluation, and a strong desire for admiration (Alhasnawi & Abbas, 2021; Braun, 2017). Braun (2017). posits that it is not necessarily regarded as a clinical disorder, but as an individual difference that varies in intensity among individuals. In fact, when such traits are exhibited by leaders, they can significantly influence employees' workplace experiences, relationships, and career opportunities. Narcissistic leadership occurs when managerial behaviour is characterised by excessive self-focus, entitlement, and limited concern for followers' interests (Wang et al., 2022). Rosenthal and Pittinsky (2006) argue that narcissistic leaders are often motivated by power, recognition, and admiration rather than genuine concern for employees and the organisation. It is very important to note that narcissistic leadership does not necessarily imply incompetence, because such leaders may also display confidence, charisma, and ambitious visions (Alhasnawi & Abbas, 2021). Its organisational consequences therefore depend largely on how these characteristics are expressed and perceived by employees. From employees' perspectives, narcissistic leadership may involve taking credit for collective achievements, excessive self-promotion, suppressing employee opinions, and reacting negatively when authority is questioned. Such behaviours can damage leader-employee relationships and communicate that the leader's personal interests take precedence over employee welfare. Consequently, narcissistic leadership has been associated with negative workplace outcomes, including reduced employee voice and weaker job embeddedness (Wang et al., 2022). Contemporary research generally assesses narcissistic leadership through employees' perceptions of observable leader behaviours rather than attempting to clinically diagnose leaders (Campbell et al., 2011). Hochwarter and Thompson's (2012) six-item scale is one instrument used to measure perceived leader self-centredness on a Likert-type scale, with evidence supporting its reliability (Alhasnawi & Abbas, 2021). The issue is particularly relevant in universities, where academic staff value autonomy, collegiality, and participation in decision-making. Narcissistic behaviour by academic administrators may therefore undermine staff morale, organisational attachment, and ultimately increase lecturers' intention to leave.

2.1.2 Turnover Intention

Turnover intention is an employee's conscious, deliberate willingness to walk away from their current employer (Kanchana & Jayathilaka, 2023). It is not the same as actual turnover. A disgruntled employee might dream of quitting every morning without ever handing in a resignation letter. Still, intent matters. It is the ultimate psychological precursor to an empty desk, as the choice to leave usually ripens during a slow, internal process of weighing bad workplace experiences against outside opportunities.

In academia, faculty flight is devastating. When experienced lecturers leave, they take along with them institutional memory, deep research networks, and years of teaching expertise. Worse, constant revolving doors send recruitment costs soaring and wreck the continuity of degree programs. Private universities in Nigeria are acutely feeling this pressure. For instance, Abiodun-Oyebanji and Iyiola's (2023) study of 1,473 academics across eight Southwestern private universities showed alarmingly high turnover intentions. The turnover was driven largely by low motivation and poor job satisfaction. What sparks the urge to leave? The usual factors, according to Atughonu (2024) include terrible pay, dead-end careers, high workloads (Wójcik, 2020), and bad work-life balance. However, this study shifts the spotlight onto leadership as the ultimate catalyst. Managers shape the daily climate. When leaders are toxic, entitled, and entirely self-absorbed, they turn the workplace into an environment where employees actively want to escape. This change underpins our exploration of how narcissistic leadership drives faculty flight in South-South Nigeria.

2.1.3 Conceptual Framework

The framework proposes that academic staff who perceive higher levels of narcissistic leadership may exhibit higher levels of turnover intention:

Figure 1: Conceptual Framework

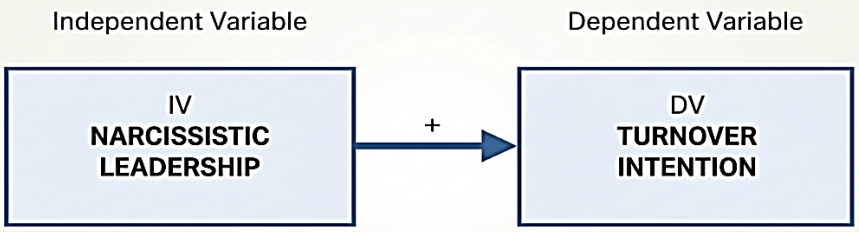


Figure 1 illustrates the proposed relationship where Narcissistic Leadership acts as the Independent Variable positively influencing Turnover Intention (Dependent Variable).

Source: Researchers conceptualization 2026

2.2 Theoretical Framework

This study is anchored on Social Exchange Theory. Social Exchange Theory (SET) was pioneered by Homans (1958) and expanded by Blau (1964). The Theory treats social relationships as reciprocal cost-benefit transactions. Individuals maintain connections when benefits outweigh costs. Reciprocity governs this dynamic: positive treatment triggers loyalty, while poor treatment sparks psychological withdrawal or exit (Blau, 1964; Cropanzano et al., 2017). In organizational ecosystems, SET explains employee-supervisor relationships. Subordinates look beyond financial remuneration; they track social assets like respect, equity, validation, and transparent communication. When leaders protect employee welfare, staff reciprocate through commitment. On the other hand, self-serving, exploitative management causes the psychological contract to deteriorate, yielding destructive behavioral intentions (Cropanzano et al., 2017).

This framework explicitly connects to leader narcissism. Because narcissistic leaders obsess over personal status and unearned entitlement, they heavily unbalance the leader-follower exchange matrix. When faculty repeatedly experience leaders who steal credit, silence opinions, and dismiss employee welfare, they realize the relational benefits of staying are bankrupt. Consequently, lecturers psychologically distance themselves from the institution and explore outside options. SET posits that when workplace interactions become toxic, employees attempt to restore equity by withholding organizational attachment or planning their departure. Turnover intention is an active behavioral response to an unfair social bargain. Academics facing intense supervisor narcissism experience a severe drop-in relational support, directly driving up their intent to quit. While non-university corporate data confirms that toxic management drives turnover via broken social contracts, empirical validation within private higher education in South-South Nigeria remains critically thin. Thus, SET offers a robust

foundation for this inquiry. It suggests that when academic administrators prioritize personal egos over faculty needs, the relational bond breaks. Lecturers respond through withdrawal-oriented behaviors, establishing the theoretical expectation that narcissistic leadership directly escalates turnover intentions among private university faculty.

2.3 Empirical Review

Badar et al. (2023) investigated the link between narcissistic leadership and turnover intentions among 731 nurses in Palestinian hospitals. The findings indicate that both leadership styles significantly increase turnover intentions, both directly and indirectly through emotional exhaustion. However, the study was conducted among healthcare professionals in Palestine and incorporated emotional exhaustion as an explanatory mechanism. Its findings may therefore not be directly generalisable to academic staff in Nigerian private universities, whose professional environment and employment relationships differ considerably from those of hospital nurses.

Faeq (2025) examines the nexus between narcissistic leadership, workplace bullying, turnover intention, and creative performance among nurses in private hospitals in Sulaimania, Iraq. Using structural equation modeling on data from 374 nurses, the study identifies a link between narcissistic leadership and turnover intention, with workplace bullying acting as an explanatory mediator. Although this study is particularly relevant because it provides recent empirical evidence for the narcissistic leadership–turnover intention relationship, its healthcare context and inclusion of workplace bullying as a mediator leave unanswered whether the direct relationship exists among academic staff and within a Nigerian higher-education context.

Abbasi and Nauman (2026) utilized a time-lagged research design involving 308 IT project team members to examine how narcissistic leadership influences project turnover intention through psychological safety and negative emotions, while assessing job control as a moderating variable. This study highlights the implications of narcissistic leadership on turnover outcomes, though its specific focus on IT contexts and mediating mechanisms leaves an opportunity for direct-effect research within higher education settings. However, its focus on IT project teams, rather than permanent academic staff, and its emphasis on mediating and moderating mechanisms leave room for a direct-effect investigation in higher education.

Abiodun-Oyebanji and Iyiola (2023) examined motivation, job satisfaction and turnover intention among academic staff in private universities in Southwestern Nigeria. The study involved 1,473 academic staff drawn from eight private universities and employed multiple regression analysis. The findings indicated relatively low motivation and job satisfaction alongside relatively high turnover intention, with motivation and job satisfaction jointly accounting for 12% of the variance in turnover intention. The study is particularly relevant to the present research because it focused specifically on academic staff in private universities. Nevertheless, its geographical focus was Southwestern Nigeria and its independent variables were motivation and job satisfaction, leaving leadership-related antecedents such as narcissistic leadership unexplored.

Sajuyigbe et al. (2022) also examined turnover intention within the Nigerian academic environment by investigating compulsory citizenship behaviour and work-life balance. Data were collected from academic staff, with 420 usable responses obtained from 600 questionnaires administered. Structural equation modelling showed that compulsory citizenship behaviour had a significant positive association with turnover intention. Although this study reinforces the importance of examining turnover intention among Nigerian academics, it focused on employee behavioural and work-life factors rather than leadership behaviour.

2.4 Gap in Knowledge

Global and Nigerian empirical evidence indicates that destructive leadership styles constitute important organisational risk factors, although significant contextual gaps remain in higher education. Globally, Badar et al. (2023) found/ that supervisor narcissism significantly increased turnover intentions among healthcare professionals in Palestinian hospitals, both directly and through emotional exhaustion. Similarly, Faeq (2025) established that workplace bullying mediated the relationship between narcissistic leadership and turnover intention among employees in Iraqi private healthcare organisations. In the information-technology

sector, Abbasi and Nauman (2026) found that narcissistic leadership significantly increased project-level turnover intentions through reduced psychological safety.

In Nigeria, Alo and Dada (2020) reported that job dissatisfaction, weak career development, and poor job security significantly influenced faculty turnover intentions in private universities in Ondo State. Likewise, Abiodun-Oyebanji and Iyiola (2023), involving 1,473 academic staff across eight private universities, found high turnover intentions associated with low motivation and job satisfaction. However, these studies largely overlook narcissistic leadership, leaving a contextual gap in South-South Nigerian private universities.

3. Methodology

This study used a cross-sectional survey design to analyze how narcissistic leadership connects to turnover intentions among lecturers. This approach fits well because it allowed for the collection of data on staff perceptions and career intentions simultaneously, without manipulating any workplace variables. Individual lecturers served as the primary unit of analysis.

The research population comprised 2,782 teaching staff across six private universities representing each state in Nigeria's South-South zone: Igbinedion University Okada, Novena University Oguma, PAMO University of Medical Sciences, Port Harcourt, Topfaith University Mkpatak, Havilla University Nde-Ikom, and Hensard University Toru-Orua. These institutions were chosen purposefully based on their operational maturity and established academic structures. Using the Taro Yamane formula at a 5% precision level, the sample size came to 350 academics, who were chosen via a multistage approach. The sample was allocated proportionally across the schools, and the final participants were picked using simple random sampling.

Data collection relied on a three-part questionnaire. Section A captured demographics, Section B used Hocharter and Thompson's (2012) six-item scale for narcissistic leadership, and Section C applied the six-item Turnover Intention Scale (TIS-6) from Bothma and Roodt (2013). The leadership questions were slightly adapted to focus clearly on the respondent's immediate Head of Department (HOD) or Dean. After a brief pilot test outside the sample schools to catch any confusing phrasing, the final forms were distributed physically and via email. Participation was completely voluntary and anonymous.

The compiled data were cleaned and processed using SPSS. Descriptive statistics (means, standard deviations, and percentages), summarized the initial demographic trends. Cronbach's alpha checked scale reliability, while a Pearson correlation mapped the basic relationship between the variables. Finally, a simple linear regression model tested the hypothesis at a 0.05 significance level to see exactly how much variance leader narcissism explains in staff turnover intent.

Cronbach's alpha was used to assess the internal consistency of the two measurement scales. The analysis was conducted using the 287 valid responses from the main study.

Table 3.1: Reliability Statistics of the Measurement Scales

Variable	Number of Items	Cronbach's Alpha
Narcissistic Leadership	6	0.902
Turnover Intention	6	0.909

Source: SPSS Ver. 21 Output, 2026.

The results indicate that the Narcissistic Leadership scale recorded a Cronbach's alpha coefficient of 0.902, while the Turnover Intention scale recorded an alpha coefficient of 0.909. Both values exceed the commonly accepted threshold of 0.70, indicating satisfactory internal consistency of the measurement scales.

4. Data Presentation, Analysis and Results

4.1 Response Rate: A total of 350 copies of questionnaire were administered to academic staff across the six selected private universities. Of these, 287 questionnaires were returned and found usable for the analysis, representing an overall response rate of 82.0%.

4.1 Demographic Characteristics of Respondents

Table 4.1: Distribution of Respondents by Gender

Gender	Frequency	Percentage (%)
Male	162	56.4
Female	125	43.5
Prefer not to say	0	0.00
Total	**287**	**100.0**

Source: Field Survey, 2026.

The results indicate that 162 respondents, representing 56.446%, were male, while 125 respondents, representing 43.554%, were female. This indicates a relatively balanced gender representation, although male academic staff constituted a slightly larger proportion of the respondents.

Table 4.2: Distribution of Respondents by Age

Age Category	Frequency	Percentage (%)
Below 30 years	24	8.3
30–39 years	78	27.1
40–49 years	91	31.7
50–59 years	67	23.3
60 years and above	27	9.4
Total	**287**	**100.0**

Source: Field Survey, 2026.

The table shows that respondents aged 40–49 years constituted the largest group, with 91 respondents (31.707%). This was followed by those aged 30–39 years with 78 respondents (27.178%) and those aged 50–59 years with 67 respondents (23.345%). Respondents below 30 years constituted 8.362%, while those aged 60 years and above accounted for 9.408%.

Table 4.3: Distribution of Respondents by Academic Rank

Academic Rank	Frequency	Percentage (%)
Graduate Assistant	18	6.2
Assistant Lecturer	42	14.6
Lecturer II	48	16.7
Lecturer I	55	19.1
Senior Lecturer	66	23. 0
Associate Professor/Reader	37	12.8
Professor	21	7.3
Total	**287**	**100.0**

Source: Field Survey, 2026.

The distribution indicates that Senior Lecturers constituted the largest category of respondents, followed by Lecturers I and II. The distribution also indicates representation across the various academic ranks, thereby providing responses from academic staff at different career levels.

Table 4.4: Distribution of Respondents by Highest Academic Qualification

Highest Academic Qualification	Frequency	Percentage (%)
Bachelor's Degree	12	4.1
Master's Degree	88	30.6
Doctorate (PhD)	181	63.0
Other	6	2.0
Total	**287**	**100.0**

Source: Field Survey, 2026.

The results show that respondents with doctoral qualifications constituted the largest proportion of the sample (63.066%), followed by respondents with master's degrees (30.662%). This pattern is plausible given that the study focuses on academic staff of universities.

Table 4.5: Distribution of Respondents by Length of Service

Length of Service	Frequency	Percentage (%)
Less than 3 years	51	17.7
3–5 years	67	23.3
6–10 years	74	25.7
11–15 years	56	19.5
Above 15 years	39	13.5
Total	**287**	**100.0**

Source: Field Survey, 2026.

The table indicates that respondents with 6–10 years of service constituted the largest category (25.784%), followed by those with 3–5 years (23.345%). Respondents with more than 15 years of service constituted 13.589% of the sample.

4.3 Descriptive Statistics of Study Variables

Table 4.6: Descriptive Statistics of Narcissistic Leadership

Code	Statement	N	Min	Max	Mean	Std. Dev.
NL1	My immediate academic leader places his/her own interests above those of the staff.	287	1	5	2.969	1.283
NL2	My immediate academic leader has an exaggerated sense of his/her own importance.	287	1	5	3.045	1.346
NL3	My immediate academic leader expects to receive special recognition and attention from staff.	287	1	5	2.972	1.262
NL4	My immediate academic leader takes personal credit for the achievements of staff members.	287	1	5	2.923	1.346
NL5	My immediate academic leader tends to use staff members to advance his/her own interests.	287	1	5	2.944	1.355
NL6	My immediate academic leader is overly concerned with how he/she is perceived by others.	287	1	5	2.941	1.33
	Overall Narcissistic Leadership	**287**	**1**	**5**	**2.966**	**1.082**

Source: SPSS Ver. 21 Output, 2026.

The results indicate that the overall mean score for narcissistic leadership was 2.966, with a standard deviation of 1.082. Based on the decision rule, this represents a moderate level of perceived narcissistic leadership among the academic leaders assessed by the respondents. Among the individual indicators, NL2 recorded the highest mean (3.045), while NL4 recorded the lowest mean (2.923). The relatively high standard deviations indicate some variation in respondents' perceptions of the leadership behaviour of their immediate academic leaders.

Table 4.7: Descriptive Statistics of Turnover Intention

Code	Statement	N	Min	Max	Mean	Std. Dev
TI1	How often have you seriously considered leaving your current university?	287	1	5	3.014	1.341
TI2	How satisfied are you with your decision to continue working for your current university?	287	1	5	3.122	1.315
TI3	If you were offered a comparable job in another university, how likely would you be to accept it?	287	1	5	3.031	1.318
TI4	How often do you look forward to getting another job outside your current university?	287	1	5	3.098	1.386
TI5	How likely is it that you will actively search for a new job within the next year?	287	1	5	3.031	1.408
TI6	How likely is it that you will leave your current university within the next year?	287	1	5	2.979	1.379
	Overall Narcissistic Leadership	**287**	**1**	**5**	**3.046**	**1.126**

Source: SPSS Ver. 21 Output, 2026.

The results show an overall mean score of 3.046 for turnover intention, with a standard deviation of 1.126. This suggests a moderate level of turnover intention among the respondents. TI2 recorded the highest mean score of 3.122, while TI6 recorded the lowest mean score of 2.979.

4.6 Pearson Product Moment Correlation Analysis

Table 4.8: Correlation between Narcissistic Leadership and Turnover Intention

Variables	Narcissistic Leadership	Turnover Intention
Narcissistic Leadership	1.000	0.407***
Turnover Intention	0.407***	1.000
N	287	287

Note: ***Correlation is significant at the 0.001 level (2-tailed).

Source: SPSS Ver. 21 Output, 2026**.**

The results indicate a positive and moderate relationship between narcissistic leadership and turnover intention ($r = 0.407$, $p < 0.001$). This implies that higher perceived narcissistic leadership tends to be associated with higher turnover intention among academic staff. The relationship is statistically significant at the 0.05 level.

4.7 Simple Linear Regression Analysis

The regression model is specified as:

$TI = \beta_0 + \beta_1 NL + \varepsilon$

Where:

TI = Turnover Intention

NL = Narcissistic Leadership

β_0 = Constant

β_1 = Regression coefficient

ε = Error term

Table 4.9: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.407	0.166	0.163	1.03

Source: SPSS Ver. 21 Output, 2026.

The model summary shows an R-value of 0.407, indicating a positive relationship between narcissistic leadership and turnover intention. The R^2 value of 0.166 indicates that narcissistic leadership explains approximately 16.6% of the variation in turnover intention among the academic staff.

Table 4.10: ANOVA for Simple Linear Regression

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	60.073	1	60.073	56.62	0.000
Residual	302.37	285	1.061		
Total	**362.443**	**286**			

Source: SPSS Ver. 21 Output, 2026**.**

The ANOVA result shows that the regression model is statistically significant (**$F = 56.620$, $p < 0.001$**). This indicates that narcissistic leadership significantly predicts turnover intention among academic staff of the selected private universities.

Table 4.11: Regression Coefficients

Model	Unstandardised B	Std. Error	Standardised Beta (β)	t	Sig.
Constant	1.791	0.178	—	10.086	0.000
Narcissistic Leadership	0.423	0.056	0.407	7.524	0.000

Dependent Variable: Turnover Intention
Source: SPSS Ver. 21 Output, 2026.

The coefficient results indicate that narcissistic leadership has a positive and statistically significant predictive effect on turnover intention ($\beta = 0.407$, $t = 7.524$, $p < 0.001$). The unstandardised coefficient of 0.423 indicates that a one-unit increase in perceived narcissistic leadership is associated with an estimated 0.423-unit increase in turnover intention, holding the model specification constant.

The estimated regression equation is therefore:

Turnover Intention = 1.791 + 0.423(Narcissistic Leadership)

4.8 Test of Hypotheses

The Pearson correlation showed a positive and significant relationship between narcissistic leadership and turnover intention ($r = 0.407$, $p < 0.001$). Regression analysis also confirmed a significant prediction ($\beta = 0.407$, $t = 7.524$, $p < 0.001$). Since $p < 0.05$, the null hypothesis is rejected. The study therefore concludes that narcissistic leadership has a significant positive relationship with turnover intention among academic staff of selected private universities in South-South Nigeria.

4.9 Discussion of Findings

The study found that narcissistic leadership had a positive and statistically significant relationship with turnover intention among academic staff of selected private universities in South-South Nigeria ($r = 0.407$, $p < 0.001$). The regression analysis further confirmed that narcissistic leadership significantly predicted turnover intention ($\beta = 0.407$, $t = 7.524$, $p < 0.001$), explaining 16.6% of its variance. This finding indicates that academic staff who perceive their leaders as excessively self-centred, exploitative, authoritarian or insensitive are more likely to consider leaving their institutions.

The finding is consistent with Pariyanti (2025), who found that narcissistic leadership increased work stress and turnover intention among university lecturers. It also agrees with Abbasi and Nauman (2026), who reported that narcissistic leadership increased turnover intention through reduced psychological safety and negative emotions. Similarly, Faeq (2025) found a significant relationship between narcissistic leadership and turnover intention among nurses. The consistency acroshs these studies suggest that narcissistic leadership can undermine employee well-being and retention across organisational contexts.

Conclusion

The study concluded that narcissistic leadership significantly and positively influenced turnover intention among academic staff of selected private universities in South-South Nigeria. The correlation and regression results demonstrated that higher perceptions of narcissistic leadership were associated with stronger intentions among academic staff to leave their institutions. Although narcissistic leadership explained 16.6% of the variance in turnover intention, other organisational and individual factors also contributed to employees' intention to leave. The finding therefore underscores the importance of promoting responsible, supportive and employee-centred leadership practices within private universities to enhance staff retention, strengthen organisational commitment and create a healthier academic work environment.

Recommendations

Private university management should establish leadership-development and accountability mechanisms that discourage narcissistic leadership behaviours. Regular leadership training, confidential staff feedback, 360-degree performance assessments and clear codes of leadership conduct should be implemented for academic administrators. These measures should promote humility, consultation, recognition of staff contributions and employee welfare, thereby

reducing destructive leadership behaviours and helping to minimise academic staff turnover intention.

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