

2nd

BIENNIAL INTERDISCIPLINARY CONFERENCE OF BUSINESS & INFORMATION MANAGEMENT



8 AND 9 OCTOBER 2026



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Message from the Conference Chair

Dr E Bruhns

Head of Department
Business and Information Management Services
Tshwane University of Technology



It is my honour to welcome all of you - academics, researchers, and industry partners - to this 2nd Biennial Interdisciplinary Conference on Business and Information Management. Building on the foundational dialogues established during our inaugural event, this year's conference serves as a platform to address the changes to the business and technology landscape.

Our theme for this conference is "Shaping Futures – Intelligence, Innovation, and Interdisciplinary Thinking." This theme is a deliberate call to action, encouraging us to move beyond mere reactions to change and to become active architects of our future.

Our discussions, paper presentations, and collaborative sessions will revolve around five interconnected sub-themes:

1. Smart Digital Futures
2. AI-Driven Strategy and Intelligence
3. Disruptive Innovation and Agile Leadership
4. Entrepreneurship Rewired
5. Sustainable Growth and Human-Centric Investments

The true success of this conference relies on interdisciplinary thinking. I invite every attendee to actively engage across different tracks and to challenge traditional academic boundaries. This conference will feature expert speakers who will share their latest research and insights into industry trends affecting business and information management. You will have the opportunity to learn from each presenter and gain fresh perspectives on the challenges and opportunities that lie ahead in our evolving business and technological

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landscape. The event will bring together a diverse community of professionals. There will also be ample opportunities to network with peers, build relationships, and explore potential collaborations.

I want to sincerely thank our organising committee, our partners at DUT, and all contributors for their significant efforts in making this conference possible. Your dedication and enthusiasm in planning the conference are sincerely appreciated.

I extend a warm welcome to all attendees.

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Message from the Conference Chair

Prof SP Moyane

Interim Deputy Dean
Faculty of Accounting and Informatics
Durban University of Technology



It is my distinct pleasure to welcome you to the **2nd Biennial Interdisciplinary Conference of Business and Information Management (BICBIM 2026)**. On behalf of the Department of Information and Corporate Management at the Durban University of Technology, I extend a warm welcome to our distinguished keynote speakers, academics, researchers, postgraduate students, industry professionals, entrepreneurs, policymakers, and partners who have joined us for this important gathering of scholarly exchange and collaboration. Your presence reflects a shared commitment to advancing knowledge that is relevant, innovative, and responsive to the opportunities and challenges of our rapidly changing world.

The world is entering an era in which intelligence, innovation, and technology are transforming every aspect of society. Artificial intelligence is redefining decision making, digital ecosystems are reshaping industries, and organisations are increasingly expected to deliver solutions that are not only technologically advanced but also ethical, sustainable, and centred on human wellbeing. In this environment, universities have an important responsibility to produce research that extends beyond academic enquiry to influence policy, strengthen industry, empower communities, and contribute to sustainable development. It is through this collective pursuit of knowledge that higher education fulfils its purpose as a catalyst for meaningful societal transformation.

The theme of this year's conference, **"Shaping Futures: Intelligence, Innovation, and Interdisciplinary Thinking,"** captures both the opportunities before us and the responsibility we share. The future is not something that simply unfolds. It is shaped by the decisions we make, the questions we ask, the partnerships we build, and the knowledge we create. Addressing today's complex global challenges requires us to move beyond traditional disciplinary boundaries and embrace collaboration that draws upon diverse perspectives, experiences, and expertise.

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The conference programme reflects this vision through thought-provoking discussions on **Smart Digital Futures, AI-Driven Strategy and Intelligence, Disruptive Innovation and Agile Leadership, Entrepreneurship Rewired, and Sustainable Growth and Human-Centric Investments**. Collectively, these themes encourage us to explore how emerging technologies, responsible leadership, entrepreneurial thinking, and interdisciplinary research can contribute to resilient organisations, thriving communities, and a more sustainable future. More importantly, they challenge us to consider how research can create a measurable impact within business, government, education, and society.

BICBIM 2026 is more than a platform for presenting research. It is an opportunity to exchange ideas, question established perspectives, develop lasting collaborations, and inspire innovative solutions that extend beyond the conference itself. The conversations that begin here have the potential to influence future research agendas, strengthen partnerships between academia and industry, and help shape policies and practices that address real-world challenges.

I wish to express my sincere appreciation to our keynote speakers, presenters, reviewers, sponsors, organising committee, programme chairs, editorial board, and our colleagues from both the Durban University of Technology and the Tshwane University of Technology. Your commitment, professionalism, and collaborative spirit have been instrumental in bringing this conference to fruition.

As we embark on two days of scholarly engagement, I encourage every delegate to participate fully, engage openly with new ideas, and embrace the opportunity to learn from colleagues across disciplines and sectors. I am confident that the knowledge shared, the partnerships established, and the conversations initiated during BICBIM 2026 will continue to inspire innovation and collaboration long after the conference has concluded.

I wish you an enriching, productive, and memorable conference.

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Conference Chairs



Dr E Bruhns



Prof SP Moyane

Programme Chairs



Dr DM v Vuuren Marais



Dr T Ramsuraj



Dr R Reddy

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Editorial Board



Dr CPJ Harmse



Dr AF Maluleke



Dr T Ramsuraj



Prof M Ngibe

Conference Organising Committee



Dr E Bruhns' research approach focuses on making a difference in the lives of her students and in society. Her research spans domains in Information Technology and Business Administration.



Dr P Mthlane's strong research focus spans from public, business and Information Management, as well as Project Management. Her focus is particularly focused on effective service delivery within the public sector by leveraging the latest technologies

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Prof SP Moyane focuses on business management, information management, and organisational development, with particular interest in entrepreneurship, innovation, and the advancement of SMEs. Her research also encompasses sustainable development, digital transformation, and interdisciplinary approaches to addressing contemporary organisational and socio-economic challenges.



Dr R Reddy's research focuses on Business and Information Management, covering areas like business management, administrative information management, and work-integrated learning. Her interests are curriculum development, innovative teaching, assessment and entrepreneurship, particularly social entrepreneurship.



Dr CPJ Harmse's research areas include business administration, information management, and human resources management relating to the administrative environment.



Dr G Maake is a scholar interested in information and human resource management in administrative settings. His research explores the impact of emerging digital technologies and AI on organisational performance, governance, and HR practices in the public sector.

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Prof M Ngibe specialises in entrepreneurship and business innovation in small and medium-sized enterprises (SMEs). His research also covers information management, service quality, and higher education, particularly in Universities of Technology



Dr T Ramsuraj focuses on entrepreneurship, small business development, and business management in emerging economies and the SME sector. Her research also covers sustainable development, digital transformation, and information management, aiming to enhance organisational effectiveness and resilience.



Dr AF Maluleke's research areas include business administration, artificial intelligence in education, and educational technology relating to the administrative environment.



Dr N Ross's research focuses on Business Administration and Management, emphasizing teaching, learning, and assessment in higher education. She explores how management practices, information systems, and pedagogical approaches can improve student learning and organisational effectiveness.

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Ms MJ Motsoko is the Departmental Administrator for BIMS at TUT. With an M Tech in OMT, she leverages modern office systems to enhance university operations. Since joining TUT in 1995 as a WIL Assistant and moving to her current role in 2007, she has gained extensive institutional knowledge. Her contributions to the academic environment earned her the title of Best Departmental Administrator of the Year and Teaching and Learning Runner-Up for 2024.



Ms A Sathyanand is the Departmental Secretary in the Department of Information and Corporate Management (ICM) at the Durban University of Technology. Her interests lie in Business Administration and Management, with a particular passion for employee wellness, psychological well-being and creating supportive work environments that enhance job satisfaction and organisational effectiveness.



Dr DM van Vuuren Marais's research focuses on information administration and information technology. Using an interdisciplinary and applied approach, her research integrates information systems theory, administrative practice and technology evaluation and adoption.

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TUT Conference Task Team



DUT Conference Task Team



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Keynote Speaker

Jaye Richards-Hill
Microsoft



Jaye Richards-Hill is an international education leader with more than 35 years' experience across teaching, school leadership, workforce development, higher education, public policy, and digital transformation. Her career spans roles as a corporate trainer and sales workforce development manager, a Biology, Science and Psychology teacher, and a Principal Teacher focused on ICT-enabled learning, school improvement, and education leadership. She has taught in Scotland, Spain, and Africa, as well as in higher education, where she developed and mentored classroom-based research for the General Teaching Council Scotland and university honours students.

Jaye has contributed to major education reform and innovation initiatives, including South Africa's Operation Phakisa Education Lab for the Office of the President, the Scottish Qualifications Authority's Future Models of Assessment group, and Scotland's ICT in Education Excellence Group, which advised on the national GLOW eLearning programme and technology-led transformation. Most recently, she served for four years as Microsoft's Education Industry Director for Central and Eastern Europe, the Middle East and Africa. She now works as an education industry consultant and continues to work with global clients on digital transformation projects. Jaye is based in Johannesburg, South Africa, and Newcastle upon Tyne, England.

At the conference, Jaye will deliver a forward-looking presentation exploring how higher education can lead in the age of AI and the emerging Sixth Industrial Revolution. Building on the digital foundations of the Fourth Industrial Revolution, the human-computer interface advances of the Fifth IR, the Sixth IR signals a more human-centred, regenerative era in which intelligent systems, biotechnology, clean energy, and social innovation converge to address complex global challenges.

Her presentation will consider how universities can move beyond simply adopting AI tools to becoming active shapers of this new era. It highlights the potential of agentic AI—systems able to plan, act, collaborate, and adapt toward defined goals—to transform teaching, student support, research, administration, and institutional decision-making.

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Keynote Speaker

Ayanda Mafuleke
Fasset CEO



It is a distinct privilege to participate in the 2nd Biennial Interdisciplinary Conference of Business & Information Management under the timely theme, “Shaping Futures – Intelligence, Innovation, and Interdisciplinary Thinking.” This theme challenges us not merely to anticipate the future, but also to take responsibility for shaping it.

We are living through a transformation of the world of work. Artificial intelligence, automation, data analytics and digital technologies are changing how organisations operate, how decisions are made and, importantly, the skills required of tomorrow’s workforce. For South Africa’s finance and accounting sector, the question is no longer whether ‘AI will transform our professions’, as it already is. The question is whether ‘our skills ecosystem is transforming fast enough to prepare our people for that future’.

Preparing for an AI-driven economy requires more than adding digital skills to existing qualifications. It requires us to reimagine the skills ecosystem itself. Universities, Universities of Technology, TVET colleges, professional bodies, employers, government and SETAs must collaborate to develop learning pathways that are agile, responsive and closely connected to the rapidly changing world of work.

The finance and accounting professional of the future will need to combine technical competence with digital fluency, data literacy and the ability to work intelligently with emerging technologies. Yet, as machines become more capable, distinctly human capabilities will become even more important like critical thinking, ethical judgement, professional scepticism, creativity, adaptability and leadership. AI should therefore not replace human potential; it should amplify it.

Our responsibility must also extend beyond technological readiness to inclusion. Digital transformation must not widen South Africa’s existing inequalities. We must deliberately ensure that young people, women, people with disabilities and historically excluded communities are equipped to participate meaningfully in the emerging digital economy.

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As we engage at this conference, I invite us to move beyond asking, “What jobs will AI replace?” and instead ask: “What skills, people and institutions must we develop for South Africa to thrive in an AI-driven economy?”

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Abstracts of Presentations

AUTHORS	AFFILIATED INSTITUTION	ABSTRACT
N Phala PM Mhlongo SP Moyane	Durban University of Technology	Bridging the graduates' employability gap: a stakeholder's perspective on human-centric Work-Integrated Learning in Business and Information Management at a selected South African University Abstract Purpose: The primary role of universities is to equip students with the specific skills required to transition into the professional environment successfully. In South Africa, however, graduate unemployment rates point to a critical mismatch between academic preparation and industry expectations. To ensure sustainable economic growth, higher education requires human-centric investments that deliberately secure graduates' future employability. The purpose of the study was to investigate stakeholders' perspectives and the extent of their understanding of their roles in the Work-Integrated Learning (WIL) programme, specifically in the Business and Information Management (BIM) field, at a selected university in South Africa. Design: Grounded in Kolb's Experiential Learning Theory, the study employed a qualitative research approach to achieve its aim and objectives. A constructivist philosophical worldview underpinned the adopted research methodology. This was a case study conducted using a cross-sectional design. Participants comprised two BIM WIL coordinators, 10 BIM lecturers and five industry WIL supervisors. Purposive sampling and semi-structured face-to-face interviews were used to collect qualitative data. Data analysis was conducted using thematic analysis. A shared understanding amongst WIL stakeholders was highlighted as a key factor in a successful WIL programme. Study findings: Participants emphasised the strategic importance of collaborative engagement among WIL stakeholders. Additionally, participants highlighted the importance of aligning WIL programmes with industry needs. Lastly, participants identified proper preparation for the WIL programme and the assessments at the end of the programme as critical. Ultimately, this study contributes an empirically grounded, human-centric WIL framework for the BIM programme. Originality: By demonstrating how structured stakeholder alignment is achieved through binding partnership agreements, formal advisory structures and reflective assessment design, this research reconciles the disconnect between academic preparation and workplace demands.

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This research provides higher education institutions and industry partners with an actionable model to build resilient graduate capabilities.

Keywords: Work-Integrated Learning, WIL Stakeholder Perspectives, Business and Information Management, University Graduates, Graduate Employability, Graduate Work-Readiness

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AUTHORS	AFFILIATED INSTITUTION	ABSTRACT
T Sibanyoni DM v Vuuren Marais	Tshwane University of Technology	Green Knowledge Management Practices as Catalysts for Sustainability: A Systematic Review Abstract Purpose: Growing environmental issues and regulatory demands have encouraged organisations to integrate sustainability into knowledge management (KM) practices. This systematic literature review examines how Green Knowledge Management (GKM) serves as a catalyst for organisational sustainability and identifies the factors that influence this relationship. Methodology: Using Scopus and Web of Science as primary databases, this review followed PRISMA guidelines to identify 259 peer-reviewed articles published between 2021 and 2025. Data were extracted into a structured matrix and analysed using thematic synthesis. Findings: Studies reported a positive relationship between GKM and sustainability outcomes across environmental, social, and economic dimensions. However, theoretical foundations remain inadequate to capture GKM's full scope. Leadership commitment, digital technologies, and green organisational culture facilitate implementation, while resource constraints, weak institutional support, and cultural resistance hinder implementation, particularly in small businesses and developing countries. Research limitations: Geographic concentration, combined with cross-sectional and self-reported data, limits generalisability and causal inference. Practical Implications: Successful GKM implementation requires embedding practices within corporate culture, supported by leadership, appropriate governance structures, and technological infrastructure. Originality/value: This review synthesises fragmented GKM literature, revealing that alignment of theory, policy, culture, and technology is essential for transforming GKM from isolated practices into institutionalised sustainability models. Keywords: green knowledge management, sustainable knowledge management, systematic review, green culture, sustainability, green technology

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AUTHORS	AFFILIATED INSTITUTION	ABSTRACT
M Nzama O Olugbara SP Moyane	Durban University of Technology	Innovation-Driven Modernisation in Industry 4.0 and Industry 5.0: Evidence from the South African Automotive Manufacturing Industry Abstract Purpose: This study examines how innovation factors influence organisational modernisation outcomes under Industry 4.0 and Industry 5.0 conditions in the South African automotive manufacturing industry (AMI). Specifically, it investigates how the cost of technology adoption, the availability of skilled labour, and support for digital technology infrastructure shape productivity, workforce development, income growth, and digital commerce outcomes. Design/methodology/approach: A quantitative, cross-sectional research design was employed using survey data collected from 221 senior executives across firms listed under NAAMSA and NAACAM. Structural equation modelling (SEM) was applied to examine the relationships between innovation factors and modernisation outcomes. Findings: The results indicate that the availability of skilled labour is the strongest predictor of modernisation outcomes. Support for digital technology infrastructure also shows a significant positive effect. In contrast, the cost of adoption negatively affects productivity, workforce upskilling, and income growth, while showing no significant effect on digital commerce. Originality/value: This study contributes to literature by developing and empirically validating an innovation-driven modernization framework that integrates multiple theoretical perspectives in an emerging-economy context. It provides sector-specific insights into how Industry 4.0 and Industry 5.0 technologies translate into organisational value in the South African AMI. Keywords: Industry 4.0; Industry 5.0; Innovation-driven modernisation; Human-centric manufacturing; Digital transformation; Automotive manufacturing industry; Structural equation modelling; South Africa.

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AUTHORS	AFFILIATED INSTITUTION	ABSTRACT
ML Ngangezwe E Bruhns	Tshwane University of Technology	The Impact of Leadership Styles on the Performance of Administrative Employees Abstract Purpose: The purpose of this paper was to investigate the significant relationship between transformational, transactional, and laissez-faire leadership styles and performance among administrative employees in the South African Public Sector. Methodology: This study adopted a survey research design and quantitative methodology, utilising a structured questionnaire with closed-ended questions to collect data from respondents. The data were analysed using the software Statistics and Data (STATA). Confirmatory Factor Analysis (CFA), Regression analysis, Descriptive, Inferential analysis, and Reliability (Cronbach's Alpha). CFA was used to test validity and patterns of relationships among transformational, transactional, and laissez-faire leadership styles. Regression analysis was used to assess the relationship between leadership styles and administrative employees' performance. The study utilised convenience sampling, a non-probability technique to select respondents. Findings: The study found that the transformational leadership style was significantly related to performance, whereas the laissez-faire and transactional leadership styles were not. Practical implications: The study's results emphasise the complex relationship between leadership styles and employee performance in managing administrative employees. By examining the dynamic relationships among transformational, transactional, and laissez-faire leadership styles and employee performance, leaders can foster more cohesive, motivated, and high-performing teams. High performance levels between leaders and administrative employees should be achieved to decrease employee stress by enabling leaders to set long-term goals. Originality/value: This study contributes to the body of knowledge by providing empirical evidence on the relationship between transformational, transactional, and laissez-faire leadership styles and performance, where none had previously existed in the South African Public Sector. Keywords: transformational, transactional, laissez-faire leadership style, administrative employees, job performance, South Africa

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AUTHORS	AFFILIATED INSTITUTION	ABSTRACT
D Sewnundan N Naicker	Durban University of Technology	Developing an Internet of Things System for Smart Water Quality Monitoring in Household Abstract The quality of drinking water is a growing threat to people's health and well-being. The traditional methods of testing water quality tend to be expensive and slow, and they do not provide real-time notifications. To address this issue, a Smart Water Quality Monitoring system that makes use of a microcontroller and several sensors, namely, temperature, potential of hydrogen (pH), total dissolved solids (TDS), and turbidity, was developed. The Internet of Things (IoT) system checks the readings against the predefined safe thresholds set by the World Health Organisation (WHO). The aim of this research is to provide real-time feedback to potential users on the quality of drinking water in a Municipality in KwaZulu-Natal. The design science research methodology was used to design the IoT system. The results show that while the system cannot replace full lab testing, it does offer a practical way to regularly monitor drinking water. The implication of this research is that water monitoring can help hold municipalities in South Africa accountable for the quality of the water they pipe to consumers. Keywords: Blynk platform; ESP32 microcontroller; Environmental protection; Internet of Things (IoT); Real-time monitoring; Water quality monitoring; Water quality sensors

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AUTHORS	AFFILIATED INSTITUTION	ABSTRACT
TP Maloka DM v Vuuren Marais	Tshwane University of Technology	The Role of E-commerce Technologies on Traditional Commerce Businesses in Gauteng Abstract Purpose/objective: This study examined the effects of e-commerce technologies on traditional commerce businesses, specifically how technological readiness affects the adoption and integration of e-commerce technologies. The study specifically investigated businesses located in the Johannesburg and Midrand China Malls to highlight this empirical setting. Design/methodology: Utilising the Technology-Organisation-Environment Framework, the research investigated the perceived technological, organisational, and environmental benefits and challenges associated with these e-commerce technologies. A quantitative research approach using a survey design was employed. A self-administered questionnaire was distributed to 290 traditional commerce business owners in the Johannesburg and Midrand China Malls in Gauteng. Findings: Traditional commerce businesses in Gauteng perceive both the benefits and challenges of e-commerce technologies. The technological dimension had the strongest influence, with businesses reporting enhanced operational efficiency, customer experience, and market reach as key benefits. However, barriers such as technological costs, limited customer engagement, and infrastructure constraints hinder widespread adoption. These challenges underscore the need for targeted interventions, such as training programs and improved infrastructure, to support effective e-commerce. Originality/value: This study enhances understanding of how e-commerce technologies are transforming competition. It offers insights for business owners, policymakers, and researchers on strategies to overcome barriers and leverage e-commerce for sustainable growth. Practical implications: The study emphasises the importance of technological readiness for effective e-commerce. Investments in workforce training, digital infrastructure, and resources are essential for traditional businesses to fully leverage e-commerce technologies. Keywords: e-commerce, digital, e-commerce technologies, TOE Framework, traditional commerce businesses, technology readiness.

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AUTHORS	AFFILIATED INSTITUTION	ABSTRACT
EM Shange CJ Nyide PP Mthlane	Durban University of Technology	A Business Process Management Framework for Academic Productivity and Job Satisfaction in Universities of Technology Abstract Digital transformation has intensified academic workload and administrative complexity in higher education, particularly in Universities of Technology in South Africa where resource constraints and uneven digital capacity persist. This study developed an integrated business process management (BPM) framework to enhance academic productivity and job satisfaction. A concurrent mixed-methods design was employed. Quantitative data were collected from 223 academics across two Universities of Technology in KwaZulu-Natal, South Africa using an online questionnaire, while qualitative data were obtained through semi-structured interviews with 11 purposively selected senior academic leaders. Quantitative data were analysed using descriptive statistics and Partial Least Squares Structural Equation Modelling (PLS-SEM), and qualitative data were analysed thematically. The findings indicate that BPM practices are present but inconsistently implemented across areas such as process standardisation, continuous improvement and digital readiness. Continuous process improvement had a strong positive effect on productivity and job satisfaction ($\beta = 0.973$, $p < 0.001$) and was associated with digital innovation ($\beta = 1.085$, $p < 0.001$). Interview findings indicate that automation reduces administrative burden, although digital readiness remains uneven. These findings informed a five-phase integrated BPM framework encompassing BPM capability development, process improvement, digital innovation, institutional readiness and user-centred design. The study contributes a context-specific approach for improving academics' productivity and job satisfaction at Universities of Technology. Keywords: Business process management; Digital innovation; Productivity; Job satisfaction; Academics; Universities of Technology

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AUTHORS	AFFILIATED INSTITUTION	ABSTRACT
I Nemudzivhadi	Tshwane University of Technology	Analysing How Leadership and Management Roles Differentially Impact Employee Performance and Workplace Sustainability Abstract This study examines the functional differences, which are planning, controlling, and organising, motivation, influence and vision between leadership and management and their respective impacts on employee performance and workplace sustainability. While leadership and management are often used interchangeably in organisational practice, they represent distinct functions that influence employees in different ways. This research, grounded in leadership and management theory, examines the comparative impact of leadership functions, including vision, motivation, and influence, versus management functions, such as planning, organising, and control, on employee performance and long-term organisational sustainability. Using a quantitative research design, data were collected from employees at Detpark South Africa. The population consisted of 164 clerks, warehouse assistants, supervisors, team leaders, and housekeeping team members. Using the Cochran's sample size formula, the sample size was 115. A Likert-scale questionnaire divided into 3 sections was used to collect data from respondents. This data was then analysed using statistical methods to evaluate the distinct effects of leadership and management functions. The findings reveal that leadership functions exert a stronger influence on employee engagement, commitment, and sustainability, while management functions are more closely associated with task efficiency and performance consistency. The study concludes that leadership and management are complementary rather than competing forces and that organisations seeking sustainable employee performance must strategically integrate both functions. The findings contribute to organisational behaviour and human resource management literature and offer practical implications for leadership development and managerial practice. This study will emphasise the value of integrating leadership and management competencies to enhance employee engagement, performance, and overall organisational effectiveness. Keywords: Leadership; Management; Employee performance; Workplace sustainability; Employee engagement; Organisational commitment; Managerial effectiveness; Leadership effectiveness; Organisational behaviour

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AUTHORS	AFFILIATED INSTITUTION	ABSTRACT
AS Ngcobo SP Moyane EN Khalema P Nyatanga S Bala	Durban University of Technology	People-Centred Entrepreneurship: Integrating Sustainable Development, Responsible Innovation, and Digital Inclusion Through a Systematic Literature Review Abstract Purpose: Particularly, profitability, scalability and technological innovation are gaining prominence in entrepreneurship. Economic development has led to increased social injustice, the digital divide, and environmentally unsustainable practices. The study investigated the feasibility of integrating sustainable, digital, and social entrepreneurship, as well as responsible innovation, into a people-centred approach to entrepreneurship that supports long-term sustainable development. Design: Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA)-supported systematic literature review was performed. The review included content from 52 peer-reviewed journal articles on entrepreneurship, sustainability, business and technology. Findings: The review illustrates the growing recognition of social value creation, ethical technology, sustainability and stakeholder engagement in entrepreneurship research. The conceptual disconnect between these perspectives, however, is rarely addressed in a comprehensive, people-centred perspective. The findings indicate that entrepreneurship needs to be measured beyond profitability, innovation, and market expansion and also in terms of its impact on human dignity, digital inclusion, environmental protection, community resilience, and the creation of social value. Originality: The present study proposes a people-centred entrepreneurship framework that integrates entrepreneurship with human well-being, ethical innovation, environmental responsibility, and inclusive economic participation. The framework lays the groundwork for further research, policymaking, and entrepreneurship education for long-term sustainable development. Keywords: People-centred entrepreneurship; digital entrepreneurship; sustainable entrepreneurship; responsible innovation; long-term sustainable development

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AUTHORS	AFFILIATED INSTITUTION	ABSTRACT
AL Maahlo DM v Vuuren Marais	Tshwane University of Technology	Elevating Administrative Career Development in the Public Sector Abstract Purpose/objectives: This study explored how organisational support, supervisor involvement, skills development, career counselling, Individual Development Plans (IDPs), promotion opportunities, and leadership communication affect the career development of administrative employees in South Africa's Department of Employment and Labour. Methodology/approach: Within the positivist paradigm, a survey was conducted with randomly selected staff members to assess their commitment to career development, perceived organisational support, access to training, leadership engagement, and personal attitudes. Findings: The study found that administrative employees are committed to their career development, despite only moderate organisational support. Participants recognised the availability of career development initiatives, such as Individual Development Plans (IDPs) and training opportunities, which positively impacted their growth. However, barriers such as limited leadership involvement, inconsistent policy implementation, and few promotion opportunities hindered progress. Notably, supervisor support was significantly linked to employees' confidence in career planning ($p < 0.05$), underscoring the role of managerial support in career advancement. Overall, while employees are motivated to grow, organisational challenges limit their opportunities for development. Research limitations/implications: Recommendations for policy and management reforms to improve employee development and retention include enhancing career development policies, refining promotion practices, expanding training programs, improving performance management systems, introducing mentoring initiatives, and implementing succession planning for administrative staff. Practical implications: The findings suggest that improving career development for administrative staff needs integrated strategies that align with employee initiatives and strong institutional frameworks. Originality/value: This research advances career development studies by examining public-sector administrative employees, identifying factors that influence their career growth and development needs.

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		Keywords: career development, administrative staff, public sector, organisational support, skills training, career counselling
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AUTHORS	AFFILIATED INSTITUTION	ABSTRACT
TR Ncube SM Shabalala AM Doyisa LP Ngcobo	Durban University of Technology	Data accuracy and system integrity in higher education: A systematic review of PeopleSoft implementations Abstract Purpose: This study investigates the drivers of student data accuracy and system integrity within Oracle's PeopleSoft Campus Solutions. It evaluates how modernisation strategies, specifically cloud migration and AI augmentation, bridge the accuracy gap necessitated by the transition to the Education 5.0 paradigm. Design/methodology/approach: Following PRISMA 2020 guidelines, a systematic review was conducted across Scopus, Web of Science, ERIC, and IEEE Xplore. The review synthesises 30 core empirical studies published between 2020 and 2025 using a hierarchical socio-technical framework. Findings: Results identify a systemic accuracy gap driven by technical debt and legacy customisations. Transitioning to Oracle Cloud Infrastructure (OCI) enables de-customisation, reducing the total cost of ownership (TCO) by 52% and enhancing data fidelity. System integrity is found to be a socio-technical outcome, reliant on meso-level leadership and the removal of fragmented shadow systems. Originality/value: This study provides a systematic evidence-based roadmap for PeopleSoft implementations in the Global South, bridging the gap between Education 5.0 philosophy and the granular technical realities of Enterprise Resource System architecture. Keywords: PeopleSoft Campus Solutions; Student Information Systems Data Accuracy; Education 5.0; ERP Implementation; Oracle Cloud Infrastructure; Technical Debt; Data Stewardship.

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AUTHORS	AFFILIATED INSTITUTION	ABSTRACT
HM Moshoeu E Bruhns	Tshwane University of Technology	The Use of Online Registration Enterprise Resource Planning Systems in Technical and Vocational Education and Training (TVET) Colleges in South Africa: A Demographic Analysis Abstract Purpose: This study investigates how demographic factors, including age, year of study, educational background and awareness, current use and understanding of the online registration system, technology use and familiarity with online registration support, influence the use of online registration enterprise resource planning (ERP) systems in TVET colleges in South Africa. Methodology: A quantitative research design was employed, using structured questionnaires administered to students at Tshwane South TVET colleges. The study used non-probability, convenience sampling, and a positivist epistemological approach for data collection. Data were analysed using a descriptive cross-sectional design and inferential statistics to identify significant relationships between demographic variables and ERP system usage. The descriptive cross-sectional research design involved a selected population of N=4890, with a sample of n=357 TVET College-registered students, who were assessed across all significant variables. The study used the DeLone and McLean Information Systems (D&M IS) Success Model to address the study objectives. Findings: The study found no significant age differences across information, system and service quality, user satisfaction, and actual usage, but behavioral intention to use showed a significant difference. Current use positively impacts behavioral intention (p-value = 0.0004) and actual usage (p-value = 0.0001). Awareness has no significant effect on ERP system usage. Technological proficiency positively influences perceptions of quality and satisfaction, while understanding the registration process and higher system ratings are critical factors impacting all constructs. Familiarity relates only to intention to use and actual use. Practical implications: The findings emphasize the need for targeted training in system use, data management, and troubleshooting, along with regular refresher sessions to boost user competence and ERP adoption. Additionally, tailored digital literacy and user support initiatives should be implemented to enhance ERP utilization in TVET colleges.

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		Value: This research offers recommendations for policymakers and administrators to improve ERP adoption through effective training, ongoing technical support, and change management, with the aim of ensuring equitable access to education and effective system use among diverse users. Keywords: Enterprise Resource Planning Systems, demographics, digital transformation, technology adoption.
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AUTHORS	AFFILIATED INSTITUTION	ABSTRACT
T v d Merwe T de Jager CJ White	Tshwane University of Technology	Building a Smart Assessment Ecosystem: An Integrated Framework for Work-Integrated Learning in Business Education Abstract Purpose: This study aimed to develop an integrated, reflexive, and evidence-based Work-Integrated Learning (WIL) assessment model for higher education Business Administration programmes, in response to the lack of standardised assessment practices. Design/methodology/approach: The study employed a qualitative action research approach. The researcher conducted semi-structured online interviews with module coordinators (n = 7), employers (n = 21), and students (n = 76) to collect data over a period of two years (2024-2025) within the Department of Business and Information Management Services (BIMS) at a South African University of Technology. Using thematic analysis, the researchers identified key constructs within the framework. Findings: Five themes emerged: <i>Clarity and Usability, Partnership and Engagement, Authenticity and Relevance, Evidence and Verification, and Reflexivity and Development</i>. These themes improve validity (authentic tasks, verifiable evidence) and reliability (transparent tools, stakeholder collaboration). These themes were operationalised into the Integrated, Reflexive and Evidence-Based (IREB) WIL Assessment Framework. The framework is designed as a smart assessment ecosystem that incorporates e-portfolios, data-driven feedback, and AI-supported tools, where permitted by the infrastructure. Research implications: The study restricted the research to one university and one department, limiting immediate generalisability. The framework requires further empirical testing across multiple contexts. Practical implications: The framework offers a practical tool for curriculum design, stakeholder collaboration, and policy development. It supports the use of mandatory portfolios of evidence and systematic employer engagement to enhance assessment rigour. Originality/value: This study addresses a gap by synthesising fragmented assessment principles into a cohesive, assessment-focused, tailored model for Business Administration, thereby advancing WIL assessment practice in higher education. Keywords: Assessment framework; higher education; South Africa; smart assessment; work-integrated learning.

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AUTHORS	AFFILIATED INSTITUTION	ABSTRACT
MK Legodi E Bruhns	Tshwane University of Technology	The Relationship Between Workplace Incivility, Work Engagement and Job Performance among Administrative Employees in a Selected Government Department Abstract Purpose: Workplace incivility remains a persistent challenge in organisations, undermining employee well-being and job performance, particularly within the public sector. This study examined whether significant relationships exist between workplace incivility, work engagement and job performance among administrative employees in the South African public sector. Methodology: A quantitative research approach was adopted. Data was collected through a structured questionnaire administered to 112 administrative employees. Spearman's rank correlation analysis was used to examine the relationships between workplace incivility, work engagement and job performance. Findings: The results indicate that workplace incivility from supervisors and co-workers is significantly and negatively associated with both work engagement and job performance. Work engagement demonstrates a significant positive relationship with job performance. Employees reporting higher levels of vigour, dedication and absorption were more likely to report stronger job performance. Practical Implications: The findings emphasise the importance of fostering respectful workplace interactions, supportive management practices and positive organisational cultures within the South African public sector to enhance employee engagement and improve performance. Originality/Value: This study contributes to the literature by empirically examining the interrelationships among workplace incivility, work engagement, and job performance within a South African public-sector context, offering insights into how organisational behaviour influences employee outcomes. Keywords: Workplace incivility, work engagement, job performance, South African public sector, employee behaviour.

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AUTHORS	AFFILIATED INSTITUTION	ABSTRACT
NKM Nxumalo OM Olarewaju BT Ngiba	Durban University of Technology	Nexus of Capital Structure and Operational Efficiency of Small and Medium-sized Manufacturing Enterprises in South Africa: The case of Pietermaritzburg SME'S Abstract This study examines the impact of capital structure on the operational efficiency of small and medium-sized manufacturing enterprises (SMEs) in Pietermaritzburg, South Africa. The target population comprised 148 manufacturing SME's listed under the Msunduzi Municipality, from which the sample of 141 respondents was drawn. A quantitative, cross-sectional research design was adopted, with data collected via structured questionnaires and analysed using the Statistical Package for the Social Sciences (SPSS). Results show a statistically significant but modest relationship between capital structure and operational efficiency, with capital structure accounting for 10.5% of the variance in OPE ($R^2 = 0.105$, $p = 0.0005$). Despite this positive correlation, many respondents reported limited access to financing and a lack of awareness of funding opportunities. These findings contrast with studies conducted in developed countries, where capital structure appears to play a more significant role in firm performance. Emerging economies may experience disparities in financial literacy due to underdeveloped capital markets. Study findings emphasize the need for small and medium-sized manufacturing enterprises to have increased access to financial resources, targeted financial education, and support structures that are tailored to their needs. In order to enhance small and medium-sized enterprises' ability to secure financing and optimize their performance, the study recommends policy reforms, awareness campaigns, and capacity-building initiatives. Keywords: Capital structure, Operational efficiency, Access to financial assistance, SMEs, Debts, Firm performance

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AUTHORS	AFFILIATED INSTITUTION	ABSTRACT
W Makhwiting E Bruhns	Tshwane University of Technology	Perceptions of Leadership Styles, Communication, and Job Satisfaction among Administrative Employees in a Selected Public Department in South Africa Abstract Purpose of the study: The purpose of this paper is to explore and analyse administrative employees' perceptions of leadership styles, communication and job satisfaction within a selected public department in South Africa. Design/methodology/approach: A quantitative, non-experimental, descriptive cross-sectional design was adopted. Exploratory factor analysis (EFA), and confirmatory factor analysis (CFA), were used to assess the contributions of each item based on its loading, in order to understand administrative employees' perceptions. Findings: Employees perceived both transformational and transactional leadership styles, with support and development provided by their leaders, but also some passive behaviour. Communication was rated as effective, with open channels, feedback, and employee information-sharing, particularly positive. Job satisfaction was generally positive, with employees valuing their supervisors' competence, recognition, and availability of resources. Promotion policies and organisational objectives were rated less favourably. The results for transactional leadership showed acceptable fit with CFA, but those for transformational leadership did not, possibly due to a small sample size. Practical implications: Managerially, the study offers insights for public sector managers and policymakers in their efforts to develop leadership, enhance communication, and improve employee satisfaction. Value: The study adds to the scarce body of literature on leadership styles, communication, and job satisfaction in the South African public sector. Keywords: Leadership styles; communication; job satisfaction; public sector; administrative employee.

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AUTHORS	AFFILIATED INSTITUTION	ABSTRACT
MH Makote M Ngibe	Durban University of Technology	Human-AI Collaboration in Secretarial Work: Redefining Administrative Roles in Government Ministries Abstract Purpose: Artificial intelligence (AI) is increasingly transforming administrative work by shifting secretarial roles from routine task execution to collaborative human-AI engagement. This study explored how secretaries understand, interpret and experience human-AI collaboration during the perceived early stages of integrating AI-powered administrative tools in Lesotho Government Ministries. Design: The study was guided by an interpretivist philosophy and adopted a qualitative phenomenological design. Purposive sampling was used to select 12 participants from 14 government ministries that granted permission to participate. Data was collected through semi-structured interviews lasting approximately 45 minutes, between 3rd and 18th September 2025 and analysed using inductive thematic analysis. This study was underpinned by the Unified Theory of Acceptance and Use of Technology (UTAUT) and the Technology-Organisation-Environment (TOE) framework to explain the individual and organisational factors influencing human-AI collaboration. Findings: The findings revealed that human-AI collaboration remains at an early stage, characterised by limited awareness and availability of AI tools, informal exposure to AI tools, concerns about changing professional roles, organisational and perceptual factors influencing adoption and the need for continuous training and strategic support. Participants recognised AI as a tool for improving efficiency and productivity while emphasising that human judgement, coordination and decision-making remain indispensable. The study recommends coordinated reskilling initiatives, supportive organisational policies, ethical guidance, and continuous professional development to facilitate the sustainable integration of AI tools. Originality: The study contributes to the growing body of knowledge by providing empirical evidence on human-AI collaboration in public-sector administration. It further offers practical insights for policymakers, government ministries and training institutions seeking to strengthen digital transformation within the secretarial profession in Lesotho and similar African contexts.

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		Keywords: Human-AI collaboration, AI-powered administrative tools, Secretarial profession, Government ministries, Public-sector digital transformation.
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AUTHORS	AFFILIATED INSTITUTION	ABSTRACT
TA Magwena DM v Vuuren Marais SR Selloe	Tshwane University of Technology	Determinants of Work-Life Quality in Digital Work Environments: Insights from Administrative Employees Abstract Background: In the context of rapid organisational digitalisation, digitally enabled work practices influence employee well-being, job satisfaction, productivity, and ultimately the quality of work-life. Purpose: This research examines the connection between digital workplace elements and the quality of work-life (QWL) among administrative employees in a selected South African government department. Research Problem: Despite growing interest in digital workplaces, there remains limited empirical evidence on which specific digital workplace elements most significantly influence QWL among administrative employees in South African public-sector organisations. Research Questions: Which digital workplace elements do administrative employees perceive as most influential on their QWL? What is the nature of the relationships between digital workplace elements and QWL dimensions? Research Objective: (1) To identify and rank digital workplace elements according to their perceived influence on QWL among administrative employees; (2) to determine the statistical relationships between digital workplace elements and QWL constructs. Methodology: A quantitative, positivist, correlational research design was utilised. Data were collected via a structured, self-administered online questionnaire distributed to administrative employees in a selected South African government department. A census approach was adopted, yielding 313 usable responses from a population of 323 employees. Data analysis included descriptive statistics, Spearman correlation analysis, confirmatory factor analysis, and seemingly unrelated regression modelling. Findings: Administrative employees held a positive perception of the digital workplace, particularly regarding productivity and communication efficiency. Better work retention and increased productivity emerged as the most influential digital workplace elements affecting QWL. Limitations: The study focused solely on the administrative staff of a single government department in Gauteng Province, thereby limiting its generalisability to employees in other departments or provinces.

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		Practical implications: Public sector organisations should prioritise digital workplace initiatives that enhance productivity and support employee retention, as these factors influence QWL. Clear digital guidelines and boundary management practices are essential to prevent constant availability from undermining employee well-being. Originality/Value: This research offers context-specific empirical evidence from the South African public sector, focusing on the digital workplace and QWL. By identifying specific digital workplace elements that shape employee experiences, the study provides insights into the opportunities and challenges of digital transformation in government institutions. Keywords: Digital workplace; Quality of work-life; Productivity; Administrative employees; South African public sector; Technostress
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AUTHORS	AFFILIATED INSTITUTION	ABSTRACT
S Xaba SP Moyane R Reddy S Bala	Durban University of Technology	Rethinking Work-Integrated Learning Administration: Towards Strategic Institutional Coordination for Future-Ready Higher Education Abstract Purpose: Work-Integrated Learning (WIL) is widely recognised as an important approach for bridging the gap between higher education and workplace practice while enhancing graduate employability. However, the successful implementation of WIL depends not only on curriculum design and workplace learning opportunities but also on effective administrative coordination among universities, employers, students, workplace supervisors, academics, and institutional support services. This study examines the administrative barriers to coordinating WIL in higher education and positions effective WIL administration as a strategic institutional function that contributes to future-ready higher education. Design/Methodology: The study adopts a qualitative conceptual literature review grounded in Systems Theory. Peer-reviewed scholarly literature, together with relevant South African higher education policy documents, was critically reviewed to examine WIL administration as an interconnected institutional process involving multiple stakeholders, organisational processes, and administrative functions. Findings: The review identified fragmented communication, limited placement opportunities, inadequate employer participation, documentation and assessment demands, administrative workload pressures, and equity-related access barriers as the principal factors affecting the effective administration of WIL. The findings indicate that WIL administration extends beyond placement coordination and requires integrated institutional systems that support sustainable workplace learning, stakeholder collaboration, and organisational resilience. Originality/Value: This paper advances existing WIL scholarship by reconceptualising WIL administration as a systems-based institutional coordination function rather than a purely administrative or placement activity. Unlike much of the existing literature, which focuses on employability, placement, or workplace learning as discrete components of WIL, this review demonstrates how stakeholder coordination, institutional processes, employer partnerships, and equitable access operate as interconnected elements that collectively support effective WIL implementation and future-ready higher education.

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		Keywords: Work-Integrated Learning; Higher Education; WIL Administration; Institutional Coordination; Administrative Barriers; Systems Theory; Graduate Employability; Future-Ready Higher Education.
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AUTHORS	AFFILIATED INSTITUTION	ABSTRACT
NA Mothabela E Bruhns	Tshwane University of Technology	An Analysis of the Relationship Between Employee Morale, Work Engagement, and Job Performance in the South African Public Sector: Evidence from Administrative Employees Abstract Purpose: The purpose of this article was to analyse the relationship between employee morale, work engagement, and job performance among administrative employees in the South African public sector. The study aims to determine how employee morale and work engagement influence job performance Design/Methodology/Approach: A quantitative, cross-sectional survey design was employed within a positivist research paradigm. Data were collected from 231 permanent administrative employees in a selected government department in Pretoria, Gauteng, using a structured questionnaire distributed via Google Forms. The instrument measured employee morale, work engagement, and job performance using a four-point Likert scale. Data were analysed using the Statistical Package for the Social Sciences (SPSS). Descriptive statistics, Cronbach's alpha reliability analysis, validity assessment, Spearman correlation, and quantile regression were used to examine the relationships among the variables. Findings: The study found significant positive relationships among employee morale, work engagement, and job performance. Higher morale and work engagement were positively associated with job performance. Research limitations/Implications: The study was limited to administrative employees in one South African government department and used a cross-sectional design, limiting the generalisability of the findings and the ability to establish causality. Future studies should include multiple organisations and longitudinal research designs. Conclusion: The study concludes that employee morale and work engagement are important determinants of job performance among administrative employees in the South African public sector. Public sector organisations should implement strategies that enhance employee morale and foster work engagement through supportive leadership, recognition, employee well-being initiatives, and professional development opportunities. Strengthening these factors can improve employee performance, organisational effectiveness, and public service delivery.

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		Keywords: Employee morale, work engagement, job performance, administrative employees, public sector.
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AUTHORS	AFFILIATED INSTITUTION	ABSTRACT
MN Nhleko EM Bhulaye	Durban University of Technology	Empowering the Next Generation: intervention to enhance youth entrepreneurship at a South African University Abstract The importance of entrepreneurship in contributing to sustainable development has been widely acknowledged, especially in developing countries like South Africa, which exhibit high levels of socio-economic disparity. This paper investigates organisational efforts to foster youth entrepreneurship at a South African university. Specifically, this study explores the impact of strategies, resources, supportive measures, and interventions on youth engagement in entrepreneurial activities. Based on a pragmatic approach, the study employed a sequential exploratory design that combined qualitative and quantitative methods. A total of 253 youth entrepreneurs, selected from a target population of 786 students enrolled at the Durban University of Technology (DUT), took part in this study. Qualitative information was obtained through semi-structured interviews, and data were coded thematically using NVivo 12 Plus. The findings clearly indicate that the students have a high level of awareness of entrepreneurship, which they believe can resolve their socio-economic problems. At the same time, the results indicate gaps in the structuring and the provision of resources and support. Considering the above, it is recommended that universities adopt an active policy to promote entrepreneurship among students and regularly evaluate entrepreneurship interventions to ensure their relevance and impact. Keywords: Youth entrepreneurship; entrepreneurial interventions; higher education; sustainable development; South Africa

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AUTHORS	AFFILIATED INSTITUTION	ABSTRACT
LS Molobela CPJ Harmse	Tshwane University of Technology	Human-Centered Wellbeing of Administrative Employees in a Public Hospitals: Emotional Intelligence and Work-Life Balance Perspectives Abstract Administrative employees in public hospitals are essential to operational efficiency but face high stress and limited support, which affects their well-being and job satisfaction. This study investigates the interplay among Emotional Intelligence (EI), Work-life Balance (WLB), and job satisfaction in this critical yet underexamined workforce. Using a quantitative, descriptive-correlational design, data were collected from 294 administrative employees at Steve Biko Academic Hospital (SBAH) via structured questionnaires, yielding 264 valid response rates (89.8% response rate). Structural Equation Modelling (SEM) was used to analyse relationships. The results indicate that both EI ($\beta = .645, p < .01$) and WLB ($\beta = .579, p < .01$) are significant positive predictors of job satisfaction. Furthermore, WLB partially mediates the EI-job satisfaction relationship. Significant gender differences in satisfaction were also observed. The findings imply that hospital management should implement targeted EI training and context-specific WLB policies to enhance administrative employees' satisfaction, retention, and overall institutional performance. Keywords: Emotional intelligence, work-life balance, job satisfaction, healthcare administration, public hospital

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AUTHORS	AFFILIATED INSTITUTION	ABSTRACT
R Ndwamai I Swarts	Tshwane University of Technology	Upskilling and Reskilling for Continuous Workforce Growth in South African Organisations: Addressing Skills Gaps in the Transition from Industry 4.0 to Industry 5.0 Abstract Industry 4.0 is changing the way people work, introducing new and enhanced technologies that will require businesses to create a workforce ready for the future. While these changes are taking place in South Africa, many challenges persist, including high unemployment rates and a gap between the skills of available workers and the needs of the labour market. This paper examines how upskilling and reskilling can help support the ongoing growth, adaptability and competitiveness of the workforce within South African companies. The methodology used for this paper was conceptual, based on a desktop review of published research on workforce development in South Africa, Industry 4.0, and human capital development. The review included a variety of peer-reviewed academic articles, policy papers, and empirical studies supporting workforce development in South Africa as it relates to Industry 4.0 and human capital development. Using a thematic analysis approach, common themes, challenges and strategic approaches related to upskilling and reskilling were identified from both the literature and interviews. Research suggests that employees need hybrid competencies (technical, digital, cognitive, and social skills), as required by Industry 4.0 (Maisiri and Van Dyk 2021; Li 2022). However, organisations continue to face hurdles that prevent them from developing a hybrid-skilled workforce, such as a lack of appropriate learning frameworks, insufficient resources, and/or weak collaboration with educational institutions (Katunga et al. 2024; Ngcobo 2022). Additionally, this research highlights the importance of soft skills in increasing employability and the effectiveness of organisations, especially in labour markets with a skills gap (Habiyaemye et al. 2022). Human Capital Theory informs this study, as it states that investing in employees' development leads to improved organisational performance and Lifelong Learning Theory emphasises that continuously developing skills is an important aspect of working in an evolving environment (Mutua et al. 2024; Oguntade et al. 2025). This paper contributes to the existing body of knowledge by providing a contextually appropriate understanding of worker upskilling and reskilling in South Africa. It also provides practitioners, policymakers, and higher education institutions with practical suggestions for developing integrated workforce

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development strategies that address skill gaps in both technical and soft skills. Finally, it is concluded that organisations need to adopt collaborative, continuous approaches to developing skills to build an agile, adaptable and future-focused workforce.

Keywords: Continuous growth; Human capital development; Industry 4.0; Lifelong learning; Reskilling; South Africa; Upskilling; Workforce development.

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AUTHORS	AFFILIATED INSTITUTION	ABSTRACT
RF Sedibe E Bruhns	Tshwane University of Technology	Job Rotation as a Human-Centric Investment for Sustainable Career Advancement: A Study of Administrative Employees in Emalahleni Local Municipality Abstract This study investigates the relationship between job rotation and career advancement, interpreting the findings through the lens of human-centric investment within the South African municipal context. Drawing on quantitative data collected through a structured questionnaire, the study examined employees' perceptions of job rotation and its relationship with career advancement. The findings indicate that employees generally perceive job rotation as beneficial for skills development, organisational exposure and future career opportunities. Structural Equation Modelling further revealed a positive and statistically significant relationship between job rotation and career advancement. The study contributes to the literature by positioning job rotation not merely as an operational staffing practice but as a strategic human resource development tool that supports employee development and career advancement within the South African municipal context. The findings suggest that municipal HR departments should implement structured job rotation policies supported by training, mentoring and transparent career development processes. Keywords: job rotation; career advancement; human-centric investment; administrative employees; local government

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AUTHORS	AFFILIATED INSTITUTION	ABSTRACT
V Chiloane E Bruhns DM v Vuuren Marais	Tshwane University of Technology	Change Management as a Predictor of Contact Centre Technology Acceptance Abstract Purpose: The study examines how effective change management techniques influence the adoption of technology in the contact centre environment. Furthermore, to determine whether organised change management procedures, including training, leadership support, communication, and employee engagement, predict employees' propensity to embrace and utilise contact centre technologies. Design/methodology/approach: For this study, a quantitative, non-experimental, descriptive cross-sectional survey design was adopted using a non-probability convenience sample of 501 employees from a population of 726 in the public sector and local municipality. Descriptive statistics, validity and reliability assessments, correlation analysis, and logistic regression analyses were conducted. Findings: The results show that acceptance of new technologies in the contact centre environment is strongly and consistently correlated with change management. The study argued that when a systematic change management plan is implemented in the contact centre, employees are more likely to accept and successfully use new systems. Research limitations/implications: The practical implications are directly supported by the empirical findings. Practical implications: The study concludes that organisations that manage change proactively will see faster acceptance, greater employee satisfaction, and improved overall performance, as technology adoption in contact centres is largely people driven. Originality/value: This paper adds value by combining change management and contact centre technology acceptance into a single context-specific framework tailored to the South African public sector and a local municipality. Keywords: Change management, technology acceptance, contact centres, employee adoption, and organisational change

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AUTHORS	AFFILIATED INSTITUTION	ABSTRACT
RM Tsebe HJ Thomas	Tshwane University of Technology	Employment Relationship Factors Predicting Job Satisfaction in the Public Sector: A Quantitative Study of Administrative Employees at The South African Social Security Agency Abstract Purpose: This study examined employment relationship factors predicting job satisfaction among administrative employees at the South African Social Security Agency (SASSA). The study was underpinned by Social Exchange Theory and Need Fulfilment Theory, which explains how reciprocal workplace exchanges and the fulfilment of employees need shape satisfaction-related attitudes. Methodology: A quantitative survey research design located within the positivist paradigm was adopted. Data were collected via a structured, self-administered online questionnaire distributed to administrative employees via the approved organisational access channel. The target population comprised 434 administrative employees, while a sample size of 205 was determined using the Raosoft sample size calculator at a 95% confidence level and 5% margin of error. A total of 211 usable responses were analysed using descriptive statistics, Pearson correlation and multiple regression analysis. Findings: The findings revealed that employment relationship factors, specifically supervisory support, communication, trust, fairness, recognition and participation in decision-making, positively and significantly predict job satisfaction. Supervisory support and communication emerged as the strongest predictors. Nevertheless, dissatisfaction regarding remuneration, limited promotion opportunities, and workload distribution remained evident, suggesting that relational improvements alone cannot fully address structural sources of dissatisfaction. Practical implications: Public sector managers should strengthen supervisory support, communication, trust, recognition, and employee participation, while simultaneously addressing remuneration fairness, career development, and workload distribution. These interventions may improve employee morale, commitment and service delivery outcomes. Originality/Value: The study contributes to public sector employment relations literature by integrating relational and structural explanations of job satisfaction among administrative employees in a South African public institution.

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		Keywords: Employment relationship management; Job satisfaction; Public sector; Supervisory support; Communication; South Africa
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AUTHORS	AFFILIATED INSTITUTION	ABSTRACT
NN Phoku CPJ Harmse G Maake	Tshwane University of Technology	Examining the Relationship Between Training, Development, and Job Satisfaction among Office Professionals in a Selected Government Department Abstract Purpose: Office professionals play a vital role in ensuring administrative efficiency and the effective delivery of public services. This study aims to investigate the relationship between training, development, and job satisfaction among office professionals in a selected government department. Design/methodology/approach: This study employed a quantitative cross-sectional design. To achieve the research objectives, a sample of 150 employees was drawn from a total population of 481. A non-probability purposive sampling technique was used to select participants. Data was collected using structured, validated questionnaires. The survey was conducted using Google Forms, an online tool. Descriptive statistics and Partial Least Squares Structural Equation Modelling (PLS-SEM) were utilised as the primary data analysis techniques. Findings: The study revealed a significant relationship between training, development, and job satisfaction. Research limitations: This study was conducted within a single department; therefore, its findings may not be generalised to other organisations. Additionally, as the focus was specifically on administrative employees, the results may not fully represent the experiences or perspectives of the broader employee population. Practical implications: This study offers empirical insights to inform policy formulation and enhance human resource management practices in the public sector, particularly in administrative settings. The results aim to inform you about the development of more adaptable, evidence-based practices that enhance employee satisfaction and organisational efficiency. Originality/value: While numerous studies have explored training, development, and job satisfaction individually, the literature reveals a gap in research on the relationship among these factors, specifically among office professionals within a selected government department. Therefore, this study aims to contribute valuable insights to the existing body of knowledge

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		Keywords: Training and development, job satisfaction, office professionals and government departments
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AUTHORS	AFFILIATED INSTITUTION	ABSTRACT
B Pather T Ramsuraj NS Ross	Durban University of Technology	Cloud-Based Information Management Systems and the Operational Resilience of SMEs in Rural Communities, KZN, South Africa Abstract The adoption of digital technology by rural SMEs faces major challenges resulting from infrastructural constraints, limited digital capabilities, and environmental uncertainties. Even though there has been considerable work on the adoption of cloud computing, there has not been enough focus on the possible use of cloud technology to achieve operational resilience in rural SMEs. This study proposes a framework to provide insights into the mechanisms by which cloud computing information management systems facilitate the operational resilience of SMEs operating in rural areas of the KwaZulu-Natal province of South Africa. The study is based on a conceptual research design that involves a systematic literature review of existing research studies and institutional reports on the subject of interest. In the proposed framework, the TOE and Resilience theory models are combined to explore the connection between cloud adoption determinants and operational resilience-related outcomes. The study suggests that technological, organisational, and environmental factors determine the level of cloud adoption and that, in itself, acts as the mediating mechanism that facilitates the achievement of operational resilience capabilities. Among others, the following capabilities are expected to be key outcomes of cloud adoption: service continuity, data recovery, remote access, decision-making adaptability, and customer engagement. Besides, the environment is assumed to be the moderating factor in the relationship between cloud adoption and resilience outcomes. The study offers recommendations for SME managers and policymakers to foster operational resilience through digital transformation in rural areas. It highlights the importance of complementing cloud adoption with adequate infrastructure and the development of digital competencies. By introducing outcome-related resilience capabilities for cloud adoption into the TOE framework, the study proposes a unique TOE-Resilience conceptual model for further empirical studies. Keywords: cloud computing; SMEs; operational resilience; Technology-Organisation-Environment framework; digital transformation; rural economies; digital resilience.

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AUTHORS	AFFILIATED INSTITUTION	ABSTRACT
JG Masuluke EA Strydom ZP Ndaba	Tshwane University Technology	Investigating the service quality of the admissions process at a selected University of Technology: a student-centred perspective Abstract The admission process serves as a vital administrative function within a higher education institution (HEI), as it plays a strategic role in providing prospective students with access to a range of qualifications. An admission process that aligns with students' needs and expectations supports the transformation agenda of Universities South Africa (USAf), which aims to reshape the higher education system to be more student centred. Despite the growing emphasis on student-centred service delivery in higher education, there is limited empirical evidence on students' perceptions of the quality of administrative support functions, particularly admissions services. This knowledge gap is particularly notable among highly sought-after institutions that receive large volumes of admissions applications annually. This quantitative study explores the service quality in the admission process at a selected University of Technology (UoT) from a student-centred perspective. Data were collected from 429 first-year students across nine campuses using a structured questionnaire adapted from the SERVPERF instrument. The analysis included descriptive statistics, Pearson's chi-square tests, and Structural Equation Modelling (SEM). The findings reveal that students report moderate satisfaction with the admissions process, with assurance and responsiveness being the most significant predictors of overall satisfaction. However, challenges remain regarding the timeliness of feedback, the usability of the online system, staff professionalism, and communication. The study recommends continued attention to service quality, particularly the assurance (employee knowledge and courtesy) and responsiveness (willingness to assist) dimensions, given their perceived importance in students' evaluations of admissions services and the institution's reputation. Keywords: service quality, admissions process, student satisfaction, SERVPERF, student-centred approach.

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AUTHORS	AFFILIATED INSTITUTION	ABSTRACT
SL Thusi SP Moyane	Durban University of Technology	Embedding Artificial Intelligence in Organisational Strategy: A Thinking Partner for Decision Making, Ethics, and Operational Transformation Abstract Organisations are increasingly operating in environments characterised by rapid technological change, growing data volumes, heightened competition, and uncertainty, making strategic decision-making more complex. Artificial Intelligence (AI) has emerged as a transformative technology capable of enhancing organisational decision-making, innovation, and performance. However, there is limited understanding of how organisations can effectively embed AI as a strategic thinking partner while addressing ethical governance concerns. The aim of this study was to examine how Artificial Intelligence can be embedded within organisational strategy as an intelligent partner that enhances decision-making, supports ethical governance, and drives operational transformation. The study was guided by two objectives: (1) to examine the role of AI in enhancing strategic decision-making within organisations and (2) to evaluate how organisations embed AI as a strategic thinking partner rather than merely a technological tool. The study sought to answer the following research question: What is the effect of the adoption of Artificial Intelligence on the effectiveness of strategic decision-making within organisations? and how do organisations embed Artificial Intelligence as a strategic thinking partner? Grounded in the Resource-Based View (RBV) and Dynamic Capabilities Theory, the study adopted a literature-based conceptual review design and utilised secondary data collected from peer-reviewed academic sources. The literature was analysed using thematic synthesis to identify key patterns and themes. The findings reveal that AI enhances strategic decision-making through advanced analytics, predictive intelligence, forecasting accuracy, and real-time data processing. The review further demonstrates that organisations are increasingly viewing AI as a collaborative strategic partner that augments human judgement, supports organisational learning, and strengthens innovation. However, challenges relating to algorithmic bias, transparency, accountability, privacy, and ethical governance remain significant barriers to successful implementation. The study concludes that AI can enhance organisational competitiveness, adaptability, and performance when strategically

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integrated with appropriate governance structures, leadership support, organisational readiness, and employee competencies. The study contributes to the literature by positioning AI as a strategic thinking partner and demonstrating how RBV and Dynamic Capabilities Theory explain AI-enabled organisational transformation and sustainable competitive advantage.

Keywords: Artificial Intelligence, Strategic Decision-Making, Strategic Thinking Partner, Human-AI Collaboration, Ethical Governance, Organisational Performance, Resource-Based View, Dynamic Capabilities Theory.

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AUTHORS	AFFILIATED INSTITUTION	ABSTRACT
S Mokoena AF Maluleke	Tshwane University of Technology	Technology integration in TVET education in Africa: a scoping review of emerging practices and challenges Abstract Digital transformation has significantly reshaped teaching and learning practices in higher education over the past two decades, particularly within Technical and Vocational Education and Training (TVET) contexts. Despite this shift, there remains a lack of comprehensive reviews that synthesise how digital technologies have been integrated in TVET institutions, as well as the associated benefits and challenges. This study addresses this gap by conducting a scoping review of literature published between 2015 and 2025, guided by the PRISMA-ScR framework. Data were sourced from Web of Science and Scopus databases. The initial search yielded 2046 records, which were screened using predefined inclusion and exclusion criteria, resulting in a final sample of 30 studies. The findings reveal that technology integration in African TVET institutions is characterised by six key themes: technology-enabled pedagogies, lecturer capability and readiness, institutional governance, digital infrastructure and the digital divide, emerging technologies, and learner outcomes and inclusion. The review highlights that digital technologies enhance student engagement, flexibility, and skills development, particularly through e-learning, blended learning, and immersive tools. However, these benefits are constrained by challenges such as poor infrastructure, limited digital literacy, and weak institutional support. Rooted in UTAUT and the socio-technical approach, the study explores technology integration, benefits, challenges, and enablers in TVET. The study recommends a multi-level approach to digital transformation, focusing on infrastructure, lecturer training, and inclusive policies to support the sustainable integration of technology in TVET. Due to the small sample size and focus on African contexts, the findings should be interpreted with caution, as these limitations limit broader applicability. Keywords: TVET, Technology Integration, Education, Digital Transformation, Scoping Review

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AUTHORS	AFFILIATED INSTITUTION	ABSTRACT
ZW Nzuza KP Majola	Durban University of Technology	Corporate Reputation Proxies on Financial Crisis Resilience Abstract Purpose: The 2008 global financial crisis, COVID-19 pandemic, geopolitical conflicts, and other challenges increased pressure on corporate executives to maintain investor confidence, potentially affecting corporate reporting practices, reputation, and stakeholder trust. This study aims to determine the influence of proxies for corporate reputation on financial crisis resilience. Design: The study employed descriptive and inferential statistics, including fixed- and random-effects models, as determined by the Hausman test; variance inflation factors; heteroskedasticity tests; Panel Corrected Standard Errors; and endogeneity tests. The analysis covered the full period (2009–2025), the pre-COVID-19 period (2009–2018), and the post-COVID-19 period (2019–2025). Findings: The findings, guided by Wave Theory, changes in share price and long-term debt (as an alternative measure) respond positively and significantly to corporate visibility in South Africa and customer loyalty membership, but are less responsive to lengthy CEO statements. Originality: The study recommends that management should strengthen brand visibility in South Africa and customer retention and establish value-added disclosures to enhance financial resilience. Keywords: Corporate reputation, financial crisis resilience, share price, food retail stores, wave theory

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AUTHORS	AFFILIATED INSTITUTION	ABSTRACT
MH Makote M Ngibe	Durban University of Technology	Human-AI Collaboration in Secretarial Work: Redefining Administrative Roles in Government Ministries Abstract Purpose: Artificial intelligence (AI) is increasingly transforming administrative work by shifting secretarial roles from routine task execution to collaborative human-AI engagement. This study explored how secretaries understand, interpret and experience human-AI collaboration during the perceived early stages of integrating AI-powered administrative tools in Lesotho Government Ministries. Design: The study was guided by an interpretivist philosophy and adopted a qualitative phenomenological design. Purposive sampling was used to select 12 participants from 14 government ministries that granted permission to participate. Data was collected through semi-structured interviews lasting approximately 45 minutes, between 3rd and 18th September 2025 and analysed using inductive thematic analysis. This study was underpinned by the Unified Theory of Acceptance and Use of Technology (UTAUT) and the Technology-Organization-Environment (TOE) framework to explain the individual and organisational factors influencing human-AI collaboration. Findings: The findings revealed that human-AI collaboration remains at an early stage, characterised by limited awareness and availability of AI tools, informal exposure to AI tools, concerns about changing professional roles, organisational and perceptual factors influencing adoption and the need for continuous training and strategic support. Participants recognised AI as a tool for improving efficiency and productivity while emphasising that human judgement, coordination and decision-making remain indispensable. The study recommends coordinated reskilling initiatives, supportive organisational policies, ethical guidance, and continuous professional development to facilitate the sustainable integration of AI tools. Originality: The study contributes to the growing body of knowledge by providing empirical evidence on human-AI collaboration in public-sector administration. It further offers practical insights for policymakers, government ministries and training institutions seeking to strengthen digital transformation within the secretarial profession in Lesotho and similar African contexts.

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		Keywords: Human-AI collaboration, AI-powered administrative tools, Secretarial profession, Government ministries, Public-sector digital transformation,
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AUTHORS	AFFILIATED INSTITUTION	ABSTRACT
DC Sehlogo G Maake	Tshwane University of Technology	The Impact of Job Satisfaction Dimension on Turnover Intention among Administrative Employees at a Selected Government Department Abstract Study purpose: Administrative employees are essential to preserving departmental efficacy and service delivery. Their job satisfaction affects their performance, and job dissatisfaction can impair it and increase the likelihood of leaving their department. The purpose of this study is to investigate the impact of job satisfaction dimensions on turnover intention among administrative employees at a selected government department Design: A quantitative cross-sectional design was employed. A pilot study was conducted with 10 administrative employees. A pre-validated, structured questionnaire disseminated via Google Forms and measured on a four-point Likert scale was used to collect the data. SPSS version 30.0 was used for data analysis, utilising descriptive statistics to examine the correlations between variables. Cronbach's alpha produced an overall alpha range of 0.55 to 0.95, indicating acceptable to excellent internal consistency. Findings: The pilot study reveals that dimensions of job satisfaction may influence administrative employees' intentions to leave a government department. As the study is still ongoing, these findings are preliminary and intended to inform the larger investigation. Originality: Using Herzberg's Two-Factor Theory, this study provides preliminary findings on the relationship between job satisfaction dimensions and turnover intention among administrative employees in a government department. Keywords: job satisfaction; turnover intention; intrinsic factors; extrinsic factors; administrative employees.

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AUTHORS	AFFILIATED INSTITUTION	ABSTRACT
MS Maake E Esterhuyzen G Maake	Tshwane University of Technology	Assessing the Relationship between Leadership, Burnout, and Employee Engagement in the Selected Government Entity Contact Centre in Pretoria Abstract Purpose: The purpose of the study is to assess the relationship between leadership, burnout, and employee engagement in the selected government entity contact centre (CC) in Pretoria. Research approach and method: The study employed a quantitative research design. The target population for this study comprised 250 CC employees. A census approach was employed; therefore, the entire population (N = 250) was included in the study. An existing structured questionnaire was used. Data analysis was carried out using PLS-SEM. Main findings: This study discovered a negative association between engagement and burnout. On the other hand, no correlation was found between leadership and burnout. The study found that engagement is the most significant factor in preventing burnout, with leadership exerting a smaller, indirect influence. Practical/managerial implications: The conclusion of this study will assist policymakers and HR professionals at the selected government entity contact centre in Pretoria in understanding the possible relationships among leadership, burnout, and engagement, facilitating informed decisions to address burnout. Orientation: Despite efforts to improve the performance of the South African public sector, several government entities face challenges related to effective leadership, employee burnout, and employee engagement. Motivation for the study: Although there is extensive research on leadership, employee engagement, and burnout in other sectors or in general contact centre environments, this specific context remains underexplored. Contribution/value-add: This study advances knowledge by demonstrating that employee engagement is the strongest factor in reducing burnout in a contact centre, with leadership exerting an indirect impact. Keywords: Burnout, Employee Engagement, Leadership, Contact Centre, Employee Well-being.

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AUTHORS	AFFILIATED INSTITUTION	ABSTRACT
MM Mothema NF Ramasimu G Maake	Tshwane University of Technology	Perceptions of Work Engagement Among Administrative Employees in South African Public Sector: Insights from Gender Differences Abstract High levels of work engagement are essential for employees' performance and productivity in competitive organisational environments. This study investigated work engagement among administrative employees in the South African public sector, with particular attention to gender differences and other demographic influences. A quantitative, cross-sectional survey design was used. The study used a snowball sampling approach, selecting 180 employees from a population of 1,150. Data were collected using the Utrecht Work Engagement Scales UWES (W.B. Schaufeli, Bakker, and Salanova 2003); and non-parametric analysis was conducted using the Kruskal-Wallis test and the Mann-Whitney U test at the 5% significance level. The findings revealed that the sample was predominantly female (n=116), and respondents were aged 30-39 years (n=65). The main analysis showed no significant differences in work engagement by age, qualifications, or years of service, but a significant gender difference emerged ($p = 0.0113$), with female employees reporting higher work engagement than male employees. This study provides evidence on gendered patterns of work engagement in a South African public-sector administrative context, an area that remains underexplored. Its findings support the development of gender-sensitive engagement strategies and targeted workplace interventions to strengthen employee morale and productivity. Keywords: Work engagement, administrative employees, public sector, gender differences.

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AUTHORS	AFFILIATED INSTITUTION	ABSTRACT
N Nzimakwe M Ngibe A Chitamba	Durban University of Technology	The Influence of Shopping Mall Development on the Sustainability of Home-Based Retailers in Township Communities Abstract Home-based retailers contribute significantly to job creation and local economic development. However, the establishment of shopping malls near these Small, Medium and Micro Enterprises (SMMEs) threatened the sustainability of local entrepreneurs, raising concerns about township economic growth and the survival of informal businesses. This study applied opportunity recognition and social capital theory to examine the influence of shopping mall development on the sustainability of home-based retailers in Umlazi Township, KwaZulu-Natal. A positivist quantitative approach used surveys to collect data from home-based retailers near shopping malls. A non-probability convenience sample of 132 participants was selected. Reliability and validity were ensured through pilot testing. SPSS 29.0 version was used to analyse the data gathered. The results indicated that the development of shopping malls has led to more competition from one-stop, bargain shopping that consumers now prefer, reducing demand and sales. Competition negatively affected inventory turnover among home-based retailers. The study highlights that home-based retailers' sustainability depends not only on managing competition from shopping malls but also on identifying opportunities, utilising social networks, and adapting their business strategies to changing market conditions. The study recommends that entrepreneur development initiatives should prioritise training in market research, inventory management, and financial control to enhance the sustainability of home-based retailers. Keywords: Home-Based Retailers; shopping malls; Competition; Informal economy; Township economy; Business sustainability; SMMEs; Convenience shopping; Business survival.

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AUTHORS	AFFILIATED INSTITUTION	ABSTRACT
R Nkadameng HJ Thomas	Tshwane University of Technology	Examining the Influence of Technological, Organisational, and Environmental Readiness Factors on Healthcare Administrators' Adoption of AI-Enabled Predictive Analytics at Tshwane District Hospital Abstract Artificial intelligence (AI)-enabled predictive analytics is transforming healthcare administration by enhancing operational efficiency, resource allocation, and evidence-based decision-making. Despite its growing relevance, limited research has examined the readiness factors that influence healthcare administrators' adoption of AI-enabled predictive analytics in South African public healthcare institutions. This study examined the influence of technological, organisational, and environmental readiness on the adoption of AI-enabled predictive analytics at Tshwane District Hospital, Gauteng, South Africa. The Technology Acceptance Model (TAM) and the Technology-Organisation-Environment (TOE) framework were integrated to explain technology adoption and organisational readiness. A quantitative explanatory research design, grounded in the positivist paradigm, was employed. Data was collected through a structured online questionnaire administered to healthcare administrators using simple random sampling. Sixty-five valid responses were analysed using descriptive and inferential statistical techniques in SPSS version 29. The findings revealed that technological readiness, organisational support, environmental readiness, perceived usefulness, and perceived ease of use significantly influenced adoption. Organisational readiness emerged as a key determinant, emphasising leadership commitment, staff training, and infrastructure development. Study contributes knowledge on AI adoption and provides recommendations for policymakers and healthcare managers supporting AI implementation in public institutions. Keywords: Artificial intelligence, predictive analytics, healthcare administration, technology adoption, TAM, TOE framework, organisational readiness, South Africa.

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AUTHORS	AFFILIATED INSTITUTION	ABSTRACT
N Ngele M Ngibe R Govender	Durban University of Technology	Information Management Systems as Drivers of Performance and Decision-Making for Small and Medium-sized Enterprises in the Textile Industry: A UTAUT Perspective Abstract This study assesses the role of Information Management Systems (IMS) in supporting the performance and decision-making of textile Small and Medium-sized Enterprises (SMEs) in eThekwin. Although textile SMEs contribute significantly to employment and exports, the limited utilisation of IMS may constrain their operational efficiency, strategic decision-making and competitiveness in the Fourth Industrial Revolution. Grounded in the Unified Theory of Acceptance and Use of Technology (UTAUT), this study adopted a quantitative research design, guided by the positivist paradigm. Data was collected through questionnaires distributed to 176 textile SMEs. The data were analysed using SPSS, including descriptive statistics, reliability analysis, Principal Component Analysis, and chi-square tests. The findings reveal that respondents perceived IMS as having the potential to enhance performance by automating routine tasks, optimising workflow processes and supporting timely service delivery. Respondents also perceived that IMS enhances decision-making by analysing historical and real-time data, which supports strategic planning. However, findings show that IMS remains underutilised, limiting its full potential for textile SMEs. This provides empirical evidence on the digital transformation in textile SMEs and offers practical recommendations to improve competitiveness and long-term business sustainability. Keywords: Textile industry, SMEs, Decision-making, Performance, KwaZulu-Natal, Sustainability, IMS, UTAUT, digital transformation

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AUTHORS	AFFILIATED INSTITUTION	ABSTRACT
SA Zulu TR Ncube ML Nzama PP Mthalande	Durban University of Technology	Assessing Students' and Administrative Staff Perceptions of Online Registration Systems at a University of Technology Abstract This study assesses the perceptions of students and administrative staff regarding online registration systems at Mangosuthu University of Technology in KwaZulu-Natal. It aims to unpack how technology utilisation and the user-friendliness of digital systems shape satisfaction levels and administrative service experiences. This study is imperative as it highlights how perceived ease of use complements system reliability and user attitudes toward digital administrative platforms. This study adopted a mixed-methods approach, underpinned by the Technology Acceptance Model (TAM), assessing the perceptions of students and administrative staff regarding online registration systems at Mangosuthu University of Technology (MUT). Moreover, a quantitative approach employed 5-point Likert-scale surveys targeting students, while the qualitative approach employed semi-structured interviews conducted with administrative staff. The descriptive analysis indicated moderate perceptions of technology availability, which were affected by system limitations such as usability challenges, delays, and reliability gaps. Structural equation modelling (SEM) confirmed a strong direct effect of technology utilisation on perceptions ($\beta = 0.623$, $p < 0.001$) with user-friendliness indicating significant complementary mediation. The study concludes that institutions should prioritise infrastructure stabilisation and staff training to enhance stakeholder satisfaction and online registration. These enhancements are essential for ensuring reliable, user-friendly digital platforms that improve student satisfaction and the overall effectiveness of administrative service delivery in South African higher education. Keywords: Technology Utilisation, Technology Acceptance Model (TAM), Ease of use, User-friendly Online registration

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AUTHORS	AFFILIATED INSTITUTION	ABSTRACT
M Mfuamba N Sihlali A Dlamini PP Mthlane	Durban University of Technology	Vikela Scholar: A Smart Learner Transport Safety and Monitoring System Scholar transport remains an important safety and governance concern in South Africa. Research identifies persistent challenges such as reckless driving, unroadworthy vehicles, inappropriate vehicles, weak enforcement and gaps between existing transport policies and their implementation (Duri, McKay and Gunter, 2025). These challenges create a need for stronger, technology-enabled monitoring systems that can provide real-time information and improve accountability. Recent developments demonstrate that digital monitoring is already becoming part of learner transport management. In 2026, the Free State Department of Education introduced a scholar transport monitoring application that allows school principals and officials to report unsafe vehicles, upload photographic evidence and support compliance monitoring (TimesLIVE, 2026). The Free State Department of Education has also described its Scholar Patrol Mobile Application as a learner-safety innovation intended to strengthen real-time monitoring, reporting, and coordination among schools, communities, and law-enforcement authorities (Free State Department of Education, 2026). Vikela Scholar builds on this emerging digital approach by proposing an integrated learner transport safety platform that connects parents, drivers, schools, and government authorities. The proposed system would incorporate real-time GPS tracking, learner check-in and check-out via QR or NFC technology, parent notifications, route deviation and speed monitoring, vehicle inspection records, and a centralised monitoring dashboard. The proposed research investigates how such an integrated real-time system could improve learner safety, accountability and transparency within South African scholar transport. Unlike systems that primarily focus on reporting vehicle faults or non-compliance, Vikela Scholar adopts a more proactive model in which transport activities are continuously monitored and relevant stakeholders receive information during journeys. The long-term objective is to develop a scalable digital framework that could support schools, transport operators and government departments in improving the management and safety of learner transport across South Africa. Research Question How can an integrated real-time digital monitoring system improve safety, accountability and management within scholar transport in South Africa?

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AUTHORS	AFFILIATED INSTITUTION	ABSTRACT
MS Mothoa	Mangosuthu University of Technology	COLLATERAL CONSTRAINTS, POLICY GAPS AND FINANCIAL INCLUSION: A CONCEPTUAL AND EMPIRICAL FRAMEWORK FOR SMMEs IN SOUTH AFRICA Abstract Purpose: This study investigates the structural and institutional barriers that constrain access to finance for manufacturing SMMEs in Gauteng, South Africa, and proposes an integrated conceptual framework grounded in capital structure and credit rationing theories. Design/Methodology/Approach: A convergent mixed methods design is adopted, integrating a structured survey of 385 manufacturing SMME owners (stratified random sample; SPSS 29) with qualitative thematic analysis of 15 purposively selected policy and sector documents (NVivo 14; Framework Method). Both strands are merged at the interpretation stage to triangulate findings. Findings: Collateral requirements, inconsistent policy implementation, and rigid banking practices significantly constrain access to finance. The Integrated Support Framework, which incorporates digital finance platforms, demographic variables, and stakeholder coordination, is proposed to address these barriers and foster inclusive economic growth in South Africa's SMME sector. Originality/Value: The study introduces two novel theoretical dimensions — Digital Finance Ecosystems and Stakeholder Governance and Resilience — that extend established capital structure frameworks in an emerging market context and provide a theoretically grounded, actionable roadmap for financial inclusion among South African manufacturing SMMEs. Access to financial support remains a persistent challenge for small, micro, and medium-sized enterprises (SMMEs), particularly within South Africa's manufacturing sector. This study adopts a convergent mixed methods approach, integrating quantitative data from a structured survey with secondary qualitative analysis of policy documents, case studies, and peer-reviewed literature. It investigates the financial barriers encountered by manufacturing SMMEs in Gauteng and proposes an integrated conceptual framework grounded in capital structure, credit rationing, and pecking order theories to enhance financial accessibility. The quantitative strand of the study draws on a stratified random sample of 385 manufacturing SMMEs, analysed using SPSS® 29 to examine key determinants of financial access. Complementing this, qualitative thematic analysis of 15 publicly

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available sources captures the lived experiences of entrepreneurs navigating financing constraints, institutional inefficiencies, and adaptive informal financing strategies. Findings indicate that collateral requirements, inconsistent policy implementation, and rigid banking practices significantly constrain access to finance. The study introduces an Integrated Support Framework that incorporates both firm-level and institutional factors, including digital finance platforms, demographic variables, and stakeholder coordination. By triangulating empirical and contextual insights, the study deepens understanding of financial exclusion and provides a strategic roadmap to foster inclusive economic growth in South Africa's SMME sector.

Keywords: financial support, manufacturing, SMMEs, conceptual framework, capital structure theories, access

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AUTHORS	AFFILIATED INSTITUTION	ABSTRACT
SO Kwarteng EM Matlala TR Ncube	Durban University of Technology	The role of agile leadership in fostering innovation culture and enhancing organisational performance: a systematic study of technology firms in South Africa Abstract Organisations need leadership strategies that foster flexibility, creativity, and long-term success in quickly changing technological settings. Agile leadership has increasingly attracted scholarly and practical attention as an approach associated with fostering innovative work environments and enhancing organisational performance. However, existing studies on agile leadership, innovation culture and organisational performance remain fragmented across disciplines. This study conducts a scoping review to systematically map and synthesise existing literature on the role of agile leadership in fostering innovation culture and enhancing organisational performance with particular relevance to technology-driven sectors. Guided by Dynamic Capabilities Theory and Organisational Culture Theory, the review examines how leadership agility enables firms to respond to environmental volatility through creativity and continuous learning. Following the PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) framework, a comprehensive search was conducted across Scopus, Web of Science, ScienceDirect, Emerald Insight, and Google Scholar for the period of 2003 to 2023. Of the 642 records initially identified, 73 empirical studies met the inclusion criteria for the final synthesis. The findings indicate that agile leadership significantly contributes to the development of innovation-supportive organisational cultures, which, in turn, enhance organisational performance, particularly in technology-intensive sectors characterised by rapid disruption. The study offers a theoretical contribution by consolidating fragmented research and proposing an integrated conceptual framework. Furthermore, it identifies research gaps and provides practical insights for leaders seeking to strengthen innovation capabilities. The framework provides a foundation for future empirical investigation within the specific context of technology firms in South Africa. Keywords: Agile Leadership, Innovation Culture, Organisational Performance, Technology-Driven Organisations. Systematic Review, PRISMA, Dynamic Capabilities Theory

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AUTHORS	AFFILIATED INSTITUTION	ABSTRACT
EM Matlala TR Ncube SO Kwarteng	Durban University of Technology	The role of training and capacity building in enhancing electronic records management competencies in the South African public sector Abstract The rapid digital transformation of the South African public sector has intensified the need for effective electronic records management (ERM) practices to support accountability, transparency and efficient service delivery. Despite the implementation of e-government initiatives and increased reliance on digital technologies, many public sector institutions continue to experience significant challenges in managing electronic records due to inadequate skills, insufficient training and limited technological competencies among records management personnel. This study explores the role of training and capacity building in enhancing electronic records management competencies within the South African public sector. The study is underpinned by the Technology Acceptance Model (TAM) and Human Capital Theory, which collectively provide a framework for understanding technology adoption, skills development, and organisational learning in ERM environments. A scoping review methodology was adopted to synthesise existing literature on ERM competencies, training needs, and capacity-building initiatives within the South African public sector. Relevant literature was sourced from databases including Scopus, Web of Science, ScienceDirect, JSTOR, and EBSCOhost, focusing on publications from 2018 to 2024. Thematic analysis was employed to analyse the selected studies and identify recurring patterns and trends. The findings revealed widespread competency gaps among public sector personnel, largely attributed to the absence of standardised training programmes, inadequate ICT infrastructure, weak policy implementation, and insufficient cybersecurity awareness. Existing training initiatives were found to be fragmented, inconsistent, and often lacking practical orientation. The study further established that comprehensive and continuous training programmes, curriculum development, change management strategies, and the integration of digital literacy and cybersecurity awareness are essential for strengthening ERM competencies. The findings also highlight the importance of management support, policy alignment, and investment in technological infrastructure in ensuring the success of training and capacity-building initiatives. The study concludes that sustainable improvements in ERM practices within the South African public sector require coordinated

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efforts among government departments, higher education institutions, and professional bodies to develop standardised, contextually relevant ERM training frameworks. The study contributes to the growing discourse on digital governance and provides practical recommendations for enhancing ERM competencies to improve public sector efficiency, accountability, and service delivery.

Keywords:

Electronic records management; Training and capacity building; Public sector; Digital transformation; Information and communication technology; Electronic records management competencies; South Africa; Human Capital Theory; Technology Acceptance Model

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AUTHORS	AFFILIATED INSTITUTION	ABSTRACT
SO Kwarteng EM Matlala M Khumalo	Durban University of Technology	Investing in human capital as a catalyst for long-term entrepreneurial growth: evidence from SMEs in South Africa Abstract Sustainable entrepreneurial growth remains a central priority for emerging economies, particularly in contexts characterised by high unemployment and structural inequality such as South Africa. Despite growing research on SME performance, there is limited systematic evidence on the long-term impact of human capital investment in a developing-country context. Existing studies are often fragmented, sector-specific or methodologically diverse, which result in inconclusive findings and a lack of consolidated guidance for both theory and practice. This study addresses this gap by providing a rigorous synthesis of empirical evidence on human capital as a catalyst for sustained entrepreneurial growth among SMEs in South Africa. Grounded in human capital theory and the resource-based view, the study adopts a systematic review methodology guided by the PRISMA framework. A comprehensive search of peer-reviewed literature was conducted across major academic databases, including Scopus, Web of Science, ScienceDirect, Emerald Insight, and Google Scholar, covering the period 2015–2025. The initial search yielded 486 records, of which 421 articles remained after duplicate removal. Following title and abstract screening, 158 studies were assessed for full-text eligibility. After applying predefined inclusion and exclusion criteria, a final sample of 47 studies focusing on SMEs and human capital investment was retained for analysis. The findings reveal a consistent and positive relationship between human capital investment and long-term entrepreneurial growth. Approximately 81% of the reviewed studies report statistically significant positive effects. This highlights the critical role of sustained human capital investment in enhancing SME productivity, adaptability, and resilience in dynamic economic environments. However, the review also identifies persistent barriers such as limited financial capacity, restricted access to quality training programmes and structural skills mismatches within the labour market, which may reduce the full potential of human capital investments. This study contributes to the entrepreneurship literature by offering a context-specific and methodologically rigorous synthesis of the human capital–growth nexus in South African SMEs. The findings emphasise the importance of coordinated efforts among managers, training institutions, development agencies and SME support organisations to strengthen skills

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development ecosystems and foster long-term entrepreneurial sustainability.

Keywords: human capital investment; entrepreneurial growth; small and medium enterprises; South Africa; systematic review; PRISMA; resource-based view; skills development

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AUTHORS	AFFILIATED INSTITUTION	ABSTRACT
TR Ncube EM Matlala SO Kwarteng	Durban University of Technology	Evaluating the Role of Higher Education Institutions in Promoting Entrepreneurship Education and Graduate Venture Creation: A Case Study of Durban University of Technology Abstract Purpose: This study evaluates the role of the Durban University of Technology (DUT) in fostering entrepreneurship education (EE), examining institutional strategies, student perceptions, and the alignment of graduate entrepreneurial competencies with industry needs. It identifies critical institutional gaps in experiential pedagogy and practical venture creation while formulating an evidence-based framework to strengthen entrepreneurial curricula within South African higher education institutions (HEIs). Design/methodology/approach: Grounded in a positivist paradigm, the study adopted a quantitative, descriptive survey design. A census survey approach was administered to the entire target population of final-year undergraduate students (N = 162) enrolled in the Faculty of Management Sciences at DUT. Structured, self-administered questionnaires were utilised for data collection, yielding 136 valid responses (84% response rate). Instrument validity was confirmed via academic expert panel review, and internal consistency reliability was established through Cronbach's alpha ($\alpha = 0.884$). Data was analysed using SPSS Version 29, employing descriptive and univariate statistics. Findings: The empirical findings indicate that while DUT demonstrates institutional commitment through financial guidance, formal curriculum exposure, and outreach programmes (50.0%), notable deficits persist in specialised mentorship from practising entrepreneurs, expert industry collaborations (44.1%), structured incubation, and credit-bearing internship opportunities (60.3%). Although students overwhelmingly perceived entrepreneurship education as vital for socio-economic transformation (84.6%) and unemployment reduction (76.4%), only 66.2% agreed that their training actively facilitated the start of viable ventures. Originality/value: This paper addresses an urgent developmental imperative within emerging economies by assessing the efficacy of university entrepreneurship ecosystems through empirical student evaluation. The study articulates a structured five-pillar framework that links curriculum redesign, simulated risk-taking, industry co-mentorship, and seed incubation to transition students from theoretical know-how to pragmatic venture incubation.

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		Keywords: Durban University of Technology; Entrepreneurial mindset; Entrepreneurship education; Experiential learning; Higher education institutions; South Africa; Venture creation
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- 6 THE PALACE

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- 8 SUN CITY CLUB
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- 10 FRONT ENTRANCE
- 11 GARY PLAYER COUNTRY CLUB & HEALTH SPA
- 12 GOLF PARKING
- 13 GPCC HALF WAY HOUSE
- 14 SUN CENTRAL
- 15 SUN PARK
- 16 THE PALACE VALET PARKING
- 17 WIND CHIME WEDDING CHAPEL

ACTIVITIES

- 18 PADEL COURTS
- 19 AVIARY
- 20 CRIMP & ZEE
- 21 GARY PLAYER GOLF COURSE
- 22 KAMP KINEMA
- 23 MANKWE GAMETRACKERS
- 24 MINI GOLF CADANAS
- 25 MINI GOLF SUN VACATION CLUB
- 26 MONKEY SPRING PLAZA
- 27 ROYAL BATHS
- 28 ROYAL STAIRCASE
- 29 SEGWAY
- 30 STIMULA TRAIN
- 31 TENNIS COURTS
- 32 THE BRIDGE OF TIME
- 33 THE LOST CITY GOLF COURSE
- 34 THE MAZE OF THE LOST CITY
- 35 THE PALACE GARDENS
- 36 THE SHEBEN
- 37 WATERWORLD
- 38 WAVE POOL
- 39 WELCOME CENTRE
- 40 ZIP 2000
- 41 RUNNING TRACK AT GPCC

VALLEY OF WAVES

- 42 ADVENTURE MOUNTAIN
- 43 BODY SLIDE - SCORPION
- 44 BODY SLIDE - TARANTULA
- 45 LAZY RIVER
- 46 SLIDE HILL
- 47 SLIDE - NOBLE'S DESCENT
- 48 SLIDE - ORFANGO
- 49 TEMPLE OF COURAGE
- 50 TOWEL & UMBRELLA HIRE
- 51 TUBE SLIDE - MANGA
- 52 TUBE SLIDE - VIPER
- 53 VON ZIPPER

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