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Volume 1



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Volume 1

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Foreword

It is with great pride that I present **Capstone Insights: Business & Management –2025** (Volume 1), the first volume in a series of scholarly compilations that highlight the diverse talents and academic excellence of our students. This publication is a reflection of Britts Imperial University College's commitment to applied, outcome-oriented education and its dedication to preparing students for real-world problem-solving and innovation.

The capstone project represents the culmination of months of rigorous study, research, and collaboration. Each contribution in this volume demonstrates not only subject-matter proficiency but also the capacity to think critically, lead ethically, and act strategically in complex business environments.

We commend the students whose works are published herein, and extend our gratitude to our academic supervisors, faculty members, and editorial board for upholding the highest standards in content selection and presentation.

Let this publication serve not only as an archive of academic achievement but as a source of inspiration for current and future learners.

Gladwyn Victor

Campus Head

Britts Imperial University College

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Editorial Preface

Prof. Sujith Jayaprakash

Academic Editor, The BIG Publisher Capstone Series

This volume was compiled through a multi-stage blind-review process guided by faculty specialists in computer science, engineering and innovation management. Criteria included academic rigor, originality, practical relevance and clarity. The selected projects span artificial intelligence, cyber-physical systems, sustainable engineering and emerging communication networks, illustrating both depth of scholarship and breadth of impact. I extend gratitude to contributors and peer reviewers for maintaining the highest scholarly standards.

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The Influence of Mentorship on Shaping Entrepreneurial Attitudes in Digital Marketing

By

Sameena Zameen

(October 2024)

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Abstract

In an era marked by rapid technological advancements, digital transformation has emerged as a critical imperative for organizations striving to maintain competitiveness and resilience. This study explores the multidimensional impact of digital technologies, such as artificial intelligence, Industry 4.0 tools, and big data analytics, on organizational structure, leadership, supply chain dynamics, and performance outcomes. Drawing on a wide range of recent empirical and theoretical studies, the research examines the role of dynamic capabilities, organizational ambidexterity, and digital culture in fostering innovation and sustainability within modern enterprises. It also investigates the mediating effects of knowledge creation, resource management, and employee technological readiness in the adoption of smart technologies. In doing so, the study integrates both qualitative and quantitative methodological frameworks to offer a holistic understanding of how digital transformation strategies can be aligned with operational efficiency and strategic agility. The findings contribute to current discourse by proposing a research agenda for future exploration of digital maturity models, ethical challenges, and policy-level implications across various sectors.

Key words: Digital transformation, Industry 4.0, organizational capabilities, strategic agility, technological readiness, supply chain management, big data analytics.

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Title: The Influence of Mentorship on Shaping Entrepreneurial Attitudes in Digital Marketing

1. Introduction

From the narrative, one is in a position to conclude that entrepreneurship mentoring stands out as an important element when it comes to cultivating the right attitude for the business especially in the new fields including digital marketing (Kumar et al., 2020). Therefore, as the new opportunities open new frontiers in the expansion of the digital enterprise, the aspiring entrepreneurs are presented with new challenges and exciting opportunities which in most cases demand a knowledge of both technology and strategy. Guidance, encouragement and applied understanding interrogate these dynamics through a mentorship programme that empowers the entrepreneurs to establish successful digital ventures. Therefore, the mentors can provide information regarding the details of the digital marketing, and thus the development of the following skills among the mentees;

The aim of this study is to establish how the outlined effects can be linked to the role of the mentor in the cultivation of entrepreneurial mind-set in the area of digital marketing. This aims at finding out how approach of mentor-ship influences the risky taking, innovativeness, and decision making and how it helps in building successful entrepreneurial behaviours. Unlike the quantitative model, this restrictive study might access a literature review and professionally survey digital marketing professionals with the aim of exploring how mentoring influences accumulative entrepreneurial advancement in such a progressive environment. In conclusion, the importance of the research is based on finding out how to improve the issue of mentorship in relation to the promotion of total entrepreneurship development.

1.1 Research question

The primary research question for this study could be:

- How does mentorship influence the development of entrepreneurial attitudes and behaviours in digital marketing?

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This question predicts how mentorship influences the development of intra-entrepreneurial characteristics, including innovation, risk-taking, and decision-making, within the digital marketing niche.

1.2 Research hypothesis

- H0: There is no significant relationship between strategic guidance by mentors and entrepreneurial attitudes in digital marketing.
- H1: There is a significant relationship between strategic guidance by mentors and entrepreneurial attitudes in digital marketing.
- H0: There is no significant relationship between the learning experience for mentees and entrepreneurial attitudes in digital marketing.
- H2: There is a significant relationship between learning experience for mentees and entrepreneurial attitudes in digital marketing.

2. Literature Review

2.1 Overview of Key Findings and Theoretical Frameworks

This paper affirms with Marion and Fixson (2021) that despite the subject matter being studied across the business, education, and entrepreneurship fields, there are specific, consistent observations made by scholars with regard to the importance of mentorship in the formation and development of professions and character. In entrepreneurship, activities, especially mentorship, have been identified as an essential component in shaping the entrepreneurial mindset, promoting and supporting innovation and providing know-how for business operations. For instance, the recent advancement of employment in the digital marketing sector based on novelty and strategic thinking can be a promising area for developing startups. As digital marketing is among the most innovative realms that can be observed in the contemporary world, the notion of mentoring has emerged to be one of the most impactful factors contributing to the development of entrepreneurship in the field.

Past empirical studies point towards several important discoveries on the role of mentorship in the field of entrepreneurship. Mentorship is a process of providing guidance, support, and linkages to resources that the learner can use to handle problems and capitalize on opportunities. According to Martínez-Caro et al. (2020), through social influence, the mentor focused the mentees on self-efficiency, decision-making and readiness for challenges of entrepreneurship. This should assist them on what they need to know when dealing with competitive business environments and the modern world of affiliation to digital marketing by applying practical knowledge from the mentors' experience to pass important information to the mentees.

Social learning theory and human capital theory mainly underpin the practice of mentorship in the sphere of entrepreneurship from the basis of the literature and theoretical models used for conducting research in this field. Similarly Canhoto et al. opined that, the social learning theory posits that people learn through observation, emulation and persuasion. Training and development for mentors in entrepreneurship involves embracing a realization that a mentor constitutes a model, which an aspiring entrepreneur studies, emulates and absorbs the nucleus of entrepreneurial conduct. In light of this paper, there is a strong support from the social learning theory that can be

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used to argue how learners in the field of digital marketing can acquire the aspect of entrepreneurship by observing successful role models.

Also relevant to the current study is the human capital theory, as identified by Trauttschnig and Hetz (2020). In this theory, it is believed that investment in education, skills, and experience of an individual is made in a bid to enhance income. Therefore, we can understand that the entrepreneurial mentorship could be viewed as training in human capital where the knowledge, skills and network received from the mentors would improve the recipient's entrepreneurial disposition (Ngo et al., 2023). Therefore, while using the individualized recommendations, one can determine the necessary experience and confidence in the digital marketing field with the potential for business development.

Another related theory is the entrepreneurial mindset theory, specifically, the impact of mentoring on attitudes. The entrepreneurial way is quite a peculiar perception and behavior, oriented to innovation, risk taking, being actively involved in the process, and persistence when determining and developing a business. As Rueckel et al. (2020) argue, social mentorship plays a central role in laying down the framework for an enterprising personality where, for instance, innovations, ways of solving issues, and approaches to risk-taking are some of the key abilities first illustrated by the mentors. It is reasonable to state that entrepreneurship has a strong impact on success in digital marketing since this field of activity is rather innovative and can change rather fast.

However, before moving on to the further discussion of the mentorship analysis in the field of digital marketing, it is imperative to point out that the notion of a mentorship in the field under consideration is defined significantly differently than it would be in any other field (Kumar et al., 2020). Given the fact that, digital marketing is more centered on innovation, technology and creativity, the mentors should have understanding of the industry and future of digital marketing and should be in a position of demonstrating to the business minded mentor how some problems could be solved using available technologies and trends. In particular, Amoako et al. (2020) investigate the core elements of effective mentoring in the digital industries and conclude that technology management guidance, content creation guidance, and digital branding are inherent in the specific nature of entrepreneurial competencies within the field of digital marketing.

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Another important conclusion derived from a previous study is that entrepreneurial risk and uncertainty are lessened through mentorship. This element of unpredictability is often cited as a potential drawback, primarily when entering a competitive domain such as digital marketing. Mentors reduce this uncertainty for the following reasons: Mentors provide real-life information and situations, critique, and useful contacts. Huikkola et al.'s (2022) research in this area reveals that when individuals are shielded from the cognitive and emotional impact of risks involved in startups, their possibilities of succeeding are boosted.

2.2 Identification of Research Gaps

Despite the acknowledgement of the role of mentorship in promoting entrepreneurship, several gaps have yet to be identified as worth investigating, especially regarding the impact of the practice on nurturing the right attitude towards being an entrepreneur within the digital marketing domain. However, there are some notable omissions in the studies, and the most prominent one is the need for more focus on the role of mentorship in the cognitive and affective processes of an entrant. Although previous research incorporated material aspects of mentorship like skill development and linkages, a gap needs to be more understanding of how mentorship impacts the bestowed entrepreneurial attitude, innovative thinking, and emotional strength in the dynamic digital marketing environment (Hamann-Lohmer et al., 2023).

One more area for further research concerns the types of relationships that can occur with the help of a mentor in digital marketing. It is also essential to distinguish that modern approaches to defining the concept of mentorship presuppose direct communication between both process participants. Nevertheless, digital marketing is global and primarily virtual, and digital mentorship is used via online sessions, Zoom calls, and social networking. Analysing the existing literature, the authors needed more information on how these new digital mentorship models are better and/or worse than regular mentorship and how they influence the entrepreneurial learning process. To fill this gap, more research is required on the effectiveness of digital mentorship towards entrepreneurial disposition in digital marketing.

Furthermore, most previous studies centre mentorship in a more structured and set programme like business incubation or educational institutions. However, research on mentorship, where the

relationship between the mentor and mentee is based on contacts in the industry, social media, and acquaintances, is more limited (Belhadi et al., 2022). This gap is evident especially in digital marketing, given that the marketing field comprises many informal mentoring relationships owing to its peripheral and fast-changing nature. Knowing how informal mentoring helps cultivate the proper spirit of entrepreneurship in Digital Marketing would give a better perspective on the role of mentoring in the field.

There needs to be adequate knowledge of the psychological effects of mentorship on the mentorship realisation of ambition in the digital marketing area. Mentorship is well known to produce positive outcomes in the short term, such as improved self-efficacy and confidence, but there are few studies that can state whether this leads to sustainable entrepreneurial success. Namely, it is still being determined whether the recipients of digital marketing mentorship become financially stable entrepreneurs or bring value to their employers. Research exploring mentorship's effects on digital entrepreneurs' professional development could address this gap.

However, research focusing on gender dynamics in the mentorship relations in digital marketing has not been explored adequately. About women in entrepreneurship, it was found that they go through certain barriers, such as access to networks and resources, which could be solved through the mentorship policy (Elliott et al., 2020). Therefore, more research is needed, specifically exploring the differences in self-mentoring experiences between male and female entrepreneurs in digital marketing. Researching perceptions and requirements for gender-based Mentorshipmentorshipand its influence on the entrepreneurial disposition in this area would help address literature gaps.

2.3 Contribution to the Field

To this end, this research seeks to fill the existing gaps by focusing on the effects of mentorship of entrepreneurial tendencies in digital marketing. Therefore, one of the most critical aspects of this study is that cognition and emotional perspective of entrepreneurial development are addressed and given much attention, as is a gap in the knowledge, as stated by Belhadi et al. (2022). This study will contribute to the literature on the psychological aspects of entrepreneurship by

highlighting how mentorships, creativity, perseverance, and taking of risks in the digital marketing business.

Another significant contribution is the analysis of the role of digital mentors and the models that can be used in education. Given that the digital marketing business is shifting to greater use of remote encounters, comprehending how the philosophy of mentorship functions in such an environment becomes essential (Volberda et al., 2021). This research will examine some variables of digital mentorship, the use of communication technologies, online platforms, and social media in the delivery of digital mentoring, and evaluate how these factors affect the role of mentoring in cultivating an entrepreneurial orientation (Ogbuke et al., 2022). The insights will enable the development of an understanding of how the mentorship model can be transported to the digital environment as applied to fields which are, by nature, digital and high-paced, such as digital marketing.

Moreover, as this research focuses on informal mentorship marketing, it will provide a broader perspective on the role of the mentorship industry. Analysing links like connections in social media or interactions at meet-ups impacts entrepreneurship development; this research will help to elaborate the importance of the less outlined but very effective kinds of mentorship marketing, as seen in Tyagi et al. (2020). This contribution is most valuable to the field practitioners as they depend on these informal work networks for career development and business opportunities.

The research also seeks to extend the knowledge of this study since it desires to uncover the life-cycle effects of mentorship entrepreneurial success in digital marketing. This study shall also feed into the debate on whether the upward mobility effects of mentorship self-efficacy, innovation, and other attributes offer a lasting entrepreneurial yield (Tan and Sidhu, 2022). It will provide practical recommendations on how to successfully create the long-term structure of the mentorship relationship for both the mentor and the mentee, which can prove imperative in digital marketing entrepreneurship.

Furthermore, this research will provide the gender dimension of mentorship marketing. According to the findings of this study, understanding how gender issues affect the entrepreneur, the experience of both genders in mentoring, and how mentoring can be helpful to different-gender

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entrepreneurs will be promoted. This contribution is valuable for scholars and practitioners as it emphasises inclusive mentors and models to encourage diverse forms of entrepreneurship in the digital marketing sector.

Finally, this study has several implications for the field of entrepreneurship and digital marketing. Thus, this research extends the understanding of the role of mentorship construction of entrepreneurship by incorporating cognitive and affective perspectives, exploring digital and informal forms of mentorship the longitudinal and gendered effects of such mentorship entrepreneurial attitudes in digital marketing as identified by Nguyen et al. (2022). As a result, the results of this study will not only contribute to academic theory but also serve as a set of practical recommendations for protagonists who wish to mark and enhance the development of entrepreneurship in the context of the digital world.

3. Methodology

3.1 Research Design

The general research methodology for this study uses a quantitative approach, which complies with the general research questions of this study by investigating the effects of mentorship on entrepreneurship in digital marketing. The use of a quantitative approach can be attributed to the need to use statistical techniques in analysing the correlation between the availability of a mentor and the levels of entrepreneurial disposition, self-esteem, and innovativeness, among others (Watkins, 2021). Due to dependent on quantifiable data and variables of interest, the study seeks to develop an understanding that reflects the findings of the digital marketing community that is generalisable. It allows for hypothesis testing and the isolation and testing of critical factors that systematically determine the success of entrepreneurs.

The structured survey method is used for large-scale data collection with the advantage of applying correlation and regression analysis statistical procedures (Mertler et al., 2021). This approach selection helps reach two study goals simultaneously and maintain enough precision to meet the research objectives while distinguishing the size and direction of the relationship between mentorship and entrepreneurship. Therefore, in this study, the research design offers reliability in measurement of variables, which results in empirical findings that add knowledge to the existing body of literature on the role of mentorship in influencing entrepreneurial outcomes in digital marketing.

3.2 Data Collection Methods

This research gathers data through online self-generated questionnaires with a sample of 20 respondents covers from digital marketing. The actual application of the surveys also agrees with the quantitative research as it provides an easy way to sample a large population. Consequently, the surveys are quite effective in detecting individual attitudes, perceptions, and demographic data that are imperative for evaluating the impact of mentorship on entrepreneurship. A series of Likert-scale questions allows for capturing the degree of the respondents' consensus or non-consensus with the given statements related to the aspects of the mentorship and its impact on the increasing

self-employment confidence, encouraging creative thinking, and achieving success on the business field (Purwanto, 2021).

With options such as Survey Monkey or Google Forms, people can take it anytime they wish, thus increasing the coverage for the survey (Watkins, 2021). It widens the coverage and eliminates some constraints that include geographical location in participating in the study. By conducting the pre-testing of the survey instrument, the reliability of the data is improved because possible confusing responses are sorted out, and possible redundant questions are removed. This testing stage helps adjust the questions before the actual implementation to enhance the capacity to get valuable data that effectively provides a straightforward answer to the research questions.

The application of stratified random sampling serves to get an equivalent sample in terms of the key demographic characteristics, the types of mentorship existing within the field of digital marketing, experience levels, etc. This sampling procedure also improves the study's generalizability, and the results will be useful to different segments of digital marketing entrepreneurs (Rahman, 2020). This approach is justified and preferred since it eliminates the probability of making mistakes in determining the samples' composition and their heterogeneity in terms of the studied population.

3.3 Analysis Techniques

The principal analysis tools employed in the present investigation are descriptive and inferential statistics. Mean, standard deviation and percentage are some of the measures employed in descriptive analysis to identify features of a central tendency within the data. Such methods help to consider the total picture of the analysis and identify more or less regular patterns of the data (Purwanto, 2021). Descriptive analysis is essential according to the average responses to the questions on the effects of mentorship in the survey, thus providing an overview of the population's perception.

In inferential analysis, tools are the multiple regression analysis, correlation analysis, and Analysis of Variance or ANOVA. Multiple regression analysis is used to identify and quantify the nature of the effects between or of one variable and the dependent variables, which are Mentorship and entrepreneurial outcomes that include self-confidence and creativity. Pearson correlation analysis

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is used to measure the direction and extent of the relationship between the predictor variables, such as the quality of the mentorship relationship and the success of entrepreneurship (Pandey and Pandey, 2021). These techniques are selected as they enable the measurement of the correlation between the amount and quality of mentorship and entrepreneurs' attitudes and produce a statistically significant result. ANOVA is used to look at the similarities and differences of the following analysis and see if different levels of exposure to mentorship also have different effects on entrepreneurial attitudes, which, in turn, helps to understand the type of analysis, such as duration or intensity of mentorship that is required for certain kinds of outcomes.

The fact that the use of SPSS is done as the software for data analysis in this study implies that the computation of statistics is practical. The nature of data analysis using SPSS is highly suitable for dealing with enormous database, mean and interval/ ratio data or both for descriptive and inferential techniques (Saharan et al., 2020). For this research can boast an excellent wealth of statistical functions applied in unison, with the potential for generating clean and easy-to-interpret graphical interfaces. These techniques are well justified because this research requires much analysis to get evidence about the relationship between the two variables: mentorship and entrepreneurship in digital marketing.

4. Data Collection and Analysis

4.1 Data Collection

The data collection method utilised was the administration of online questionnaires to those engaging in digital marketing entrepreneurship through emails and social media pages. The primary rationale for using an online survey is the possibility of reaching geographically dispersed participants with minimal costs (Mohajan, 2020). The questionnaires were short and took viewers about 15 minutes to fill in the surveys to get a higher response rate and to send reminders to complete the latter.

Every survey included Likert-scale questions to measure the participants' views on mentorship and the effect of mentorship on the development of their entrepreneurial disposition. The multiple choices also assisted in collecting information on demography, including age, sex, years of experience and additional information on organisations that the participants had been through with the mentorship programs. Therefore, the survey went through pre-testing among a few selected digital marketing entrepreneurs before it is launched (Rahman, 2020). This pilot test enabled the organisers to modify the questions adequately depending on the comment received that improved their intelligibility and relevancy about the research objectives.

Survey Monkey was used to support the data collection process, as it offered an opportunity to distribute and analyse the survey results. SurveyMonkey's data exporting and primitive analytical options made the first stages of data analysis easy, as both data collection and analysis started from the SurveyMonkey platform.

4.2 Data Analysis

After collecting the data, they were copied onto the statistical package SPSS for analysis. The responses were analysed using descriptive statistics since this approach provides an overall profile of what the participants perceive and how they feel about mentorship (Mohajan, 2020). Therefore, the general tendency of the frequency, mean, and standard deviation was computed to enhance an overall understanding of the results obtained. For instance, the mean scores of questions about self-employment confidence and creative solutions set the baseline perception of digital marketing entrepreneurs.

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Analytical techniques were used to test all the research hypotheses adopted in the study. To do this, multiple regression analysis was conducted in order to test the hypothesis against the various outcomes of entrepreneurship. This analysis showed how much mentorship can impact self-esteem, creativity and business ventures. Correlation tests were also used to determine the degree of association between variables such as the quality of a mentor and the level of entrepreneurship success (Mertler et al., 2021). Pearson's correlation coefficient made the analysis of these relationships quantitative and indicated whether higher degrees of mentorship result in better entrepreneurial performances.

Further ANOVA test was conducted to determine if different levels of exposure to mentorship result in differential entrepreneurial attitudes. By completing this test, it became possible to find out which of the factors – duration or intensity of the process of mentoring influence participants' level of confidence, creativity, or success to a greater extent. The conclusion from ANOVA helped establish how the mentor programmes enhanced to make better entrepreneurial returns.

Tables and charts were developed using SPSS software to analyse descriptive statistics, whereas tables and charts were prepared using the same software for inferential analysis (Watkins, 2021). These figures assisted in the interpretation of findings because they enabled the signification of the patterns and trends in the data. For example, the regression table provided a crystal approach to the precise relationship nature of the study's significant variables, namely, the level of self-employment confidence within the sample and the levels of the mentorship variables. As for the correlation matrices, the study sought to investigate the relationships of the mentorship variables with entrepreneurial success.

All in all, some findings can be distinguished during the data analysis process. It affirmed the fact about the influence of formal mentorship on entrepreneurial disposition, where quality formal mentorship yielded increased self-efficacy and an increased tendency for creative thinking among digital marketing entrepreneurs. It also provided knowledge about the effectiveness of shorter or less frequent mentorship programs and that lengthier or more frequent programs produce more desirable outcomes for entrepreneurship, which help to improve the existing mentorship programs relevant to the digital marketing discipline.

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4.3 Quantitative methods

For the current study investigator has implemented a quantitative method to address the objectives of the study to measure the effectiveness of mentorship and strategic guidance provided to entrepreneurs that impact them on reshaping their attitudes and performance across the digital marketing phase. Primary responses have been gathered from participants of the study. By involving a sample size of 20 participants, the researcher would be emphasizing on identifying how impactful influence mentorship practices impose on entrepreneurs performance margin. Researcher's execute various statistical methods while evaluating research through quantitative methods depending on their feasibility while evaluating research objectives. For the current study, the researcher has executed statistical results using frequency, correlation, and regression tests, respectively.

4.4 Software/tools used

For primary data collection researcher has used 5-point Likert scale closed-ended questionnaire technique that enable in gathering participants responses. Additionally statistical software for evaluating primary data is SPSS that construct statistical results for the research topic.

4.5 Presentation of results

Based on various statistical tests conducted by investigator to measure effectiveness of mentorship in restructuring entrepreneurial capabilities among employers across digital marketing sector below evaluation is an overview demonstrating quantitative results attained through SPSS.

1. Frequency test

Frequency test is used to measure occurrence of responses prescribing an overview regarding participants answers for respective survey questionnaire used in the study. Frequency test assist investigation to analyze how respondents have responded for each of the survey question.

2. Demographic analysis

Demographic evaluation presents participants information while representing an overview regarding i.e. age, gender, employment status, etc.

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Table:1 Gender

@1Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	12	60.0	60.0	60.0
	Male	8	40.0	40.0	100.0
	Total	20	100.0	100.0	

While categorized participants based on gender evaluation it is evident from the statistical results presented above that from total participants 12 are female and 8 are male respondents whom have provided their responses for the study.

Table:2 Age

@2Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	25-34	1	5.0	5.0	5.0
	35-44	10	50.0	50.0	55.0
	45-54	8	40.0	40.0	95.0
	55-64	1	5.0	5.0	100.0
	Total	20	100.0	100.0	

While categorized participants based on their age factor it is evident that 10 of the respondents lies within the age group between 35-44 years. Additionally 8 respondents are between the age group of 45-54 years respectively.

Table:3 Employment position

@3EmploymentPosition

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Executive level	11	55.0	55.0	55.0
	Mid-level	2	10.0	10.0	65.0
	Senior level	7	35.0	35.0	100.0
	Total	20	100.0	100.0	

While categorized participants based on their employment status it is evident that 11 respondents are working at executive level position. Additionally 7 of the respondents are performing at job position of senior level management with 2 working as mid-level managers.

3. Strategic guidance by mentors (Independent variable)

Table:4 Strategic guidance by mentors

@4Ratherstrategicguidancebyseniorexecutiveshelpyouinim

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	6	30.0	30.0	30.0
	Disagree	1	5.0	5.0	35.0
	Neutral	3	15.0	15.0	50.0
	Strongly agree	9	45.0	45.0	95.0
	Strongly disagree	1	5.0	5.0	100.0
	Total	20	100.0	100.0	

When asked whether strategic guidance provided by senior managers enables improving entrepreneurial capabilities across the digital market aspect, 15 participants 'agreed', which indicates the sustainable significance of obtaining responsible strategic support and managerial guidelines by strategic management. Becoming a highly experienced digital marketing manager demands obtaining resourceful assistance from senior managers who have certain expertise and skills in the field of digital marketing. With clear goals and strategic vision, new entrepreneurs learn innovative skills that enable to undertake sustainable business decision. Entrepreneurial marketing capabilities assist managers in gaining insights regarding brand awareness tactics, product development strategies, promotional activities, customer relationship management, etc. To grow career path as a productive and resourceful marketing manager requires significant improvement while learning from senior marketing managers that enable employers to become productive for enterprises. With strategic direction, improved decisions are undertaken during challenging phases.

Table:5 Strategic guidance by mentors

@5Domanagerialsupportassistyouinresolvingoperationalc

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Agree	13	65.0	65.0	65.0
Disagree	1	5.0	5.0	70.0
Strongly agree	4	20.0	20.0	90.0
Strongly disagree	2	10.0	10.0	100.0
Total	20	100.0	100.0	

When asked about significance of managerial support in developing problem-solving skills among operational managers, 17 participants 'agree', which denotes that by gaining strategic assistance from operational managers, responsible decisions are executed by managers. Gaining innovative skills would assist while encountering practical challenges within an organizational setting. Digital marketers perform a significant role in supporting organizations with improved promotional

tactics. With time technological advancements have raised significant improvements throughout digital marketing dimensions.

Thence learning online promotional skills would support newly hired and inexperienced employers to effectively perform and contribute as a productive employer while growing new products/services across diverse geographical markets. With increased market competition, employment positions require sustainable skills and innovative capabilities among managers whom have to undertake responsible operational decisions. Thence managerial guidance could assist employers in improving their capabilities to perform engagingly while performing various operational challenges.

4. Learning experience for mentees (Independent variable)

Table:6 Learning experience for mentees

@6Ratherwouldyouconsideryourmentorshipexperiencehelpsin

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	13	65.0	65.0	65.0
	Neutral	2	10.0	10.0	75.0
	Strongly agree	5	25.0	25.0	100.0
	Total	20	100.0	100.0	

When asked regarding the significance of mentorship experience achieved by managers in enhancing their confidence, 18 participants 'agree', which indicates that employers learn and gain self-efficacy that enable them in undertaking resourceful decisions. Becoming a successful entrepreneur requires sustained learning from experienced employers while gaining insights and knowledge pertaining to mentorship that enable them in performing as a resourceful marketing manager. Mentees require positive reinforcement that assists them in developing a sense of belonging and well-being.

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Mentors could perform as strategic guidance who could elaborate valuable insights regarding sustainable decision-making. With consistent encouragement, a higher level of confidence is measured among employers who perform responsibly at various executive-level positions. Additionally, attaining constructive feedback from strategic managers enables improving learning and build a firm experience as an entrepreneur. Mentorship guidance enables mentees to boost their confidence as they construct clear goals and prescribes strategic guidance that enables followers to effectively reach end outcomes through consistent progress.

Table:7 Learning experience for mentees

@7Dmentorshipassistedyouindevelopingcreativethinkingsk

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Agree	10	50.0	50.0	50.0
Disagree	1	5.0	5.0	55.0
Neutral	1	5.0	5.0	60.0
Strongly agree	7	35.0	35.0	95.0
Strongly disagree	1	5.0	5.0	100.0
Total	20	100.0	100.0	

When asked about the mentorship-phased mentorship enables improvement of creative thinking capabilities, agreed, which denotes that with strategic guidance, innovative skills are achieved by managers who learn from others during the initial career growth phase; it could be resourceful to learn from seniors while gaining experience pertaining to how to undertake responsible decisions during the challenging phase. Becoming an entrepreneur in the field of digital marketing requires innovative marketing skills and promotional capabilities that support marketing managers to undertake resourceful and sustainable decisions.

Entrepreneurs are major contributors to a business entity as their strategic roles require improved learning and value-added skills that could be advantageous for developing responsible marketing plans. Developing marketing strategies and constructing sustainable advertising tactics require adequate capabilities and innovative skills that assist while growing new products across new

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markets. To capture the wider audience through responsible marketing plan demands creative learning and sustainable thinking. With strategic guidance and continuous learning from mentors supports mentees in becoming innovative entrepreneurs in the field of digital marketing.

5. Entrepreneurial attitudes (Dependent variable)

Table:8 Entrepreneurial attitudes

@8Rather quality of mentorship you have received enabled you in

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Agree	5	25.0	25.0	25.0
Disagree	2	10.0	10.0	35.0
Neutral	4	20.0	20.0	55.0
Strongly agree	8	40.0	40.0	95.0
Strongly disagree	1	5.0	5.0	100.0
Total	20	100.0	100.0	

While asked about quality of learning and mentorship guidance received, mentees rather measured to be adequate for growing as a digital marketing manager, and 13 participants 'agree', which prescribes effectiveness of quality learning achieved by mentees from their managers. Mentees' own interest towards learning helps them improve and effectively participate as transformative leaders who undertake sustainable decisions. Two-way communication and questioning about challenges enable me to gain experience regarding new aspects that support me while performing as a digital marketer.

Professional guidance achieved from entrepreneurs assists learners in remaining motivated and focused as a professional learner. To become leading marketing manager, active participation in entrepreneurial programs and mentorship activities is required. Consistent support from mentors could enable mentees to improve their strengths and work on their weaknesses, which would help them perform during unexpected operational challenges. Entrepreneurs are risk-takers who contribute towards their best interest of an organization in the long run.

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Table:9 Entrepreneurial attitudes

@9Wouldyouhavebeenabletoimproveentrepreneurialcapabilit

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	10	50.0	50.0	50.0
	Disagree	2	10.0	10.0	60.0
	Neutral	1	5.0	5.0	65.0
	Strongly agree	6	30.0	30.0	95.0
	Strongly disagree	1	5.0	5.0	100.0
	Total	20	100.0	100.0	

When asked about the effectiveness of participating in mentorship programs rather than helping improve entrepreneurial skills among mentees, 16 participants agreed that learners gain innovative skills and creative thinking capabilities while actively attending mentorship programs executed by entrepreneurs. Entrepreneurs shares their job experience and their knowledge while effectively educating subordinates during mentorship seminars. Mentorship learning programs develops sustainable learning opportunities through innovative knowledge sharing that supports participants to learn valuable insights that enable them to improve their careers while growing as responsible marketing managers.

Additionally managers whom with interest to improve their capabilities as a marketing managers could learn leadership skills that enable them to effectively contribute as a responsible manager. For managers professional growth it is essential that they should participate and engage within mentorship programs to learn insights for becoming strategic leader.

6. Correlation test

A correlation test is conducted in SPSS to measure and predict the extent of the relationship between the independent and dependent variables of the study. The researcher measures direction and magnitude between research variables through a correlation test. Value of Pearson correlation

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coefficient ranges in-between -1 and 1, as values that range between 0.5 and 1 indicate a medium or higher degree of correlation between research variables. The illustration below is an overview demonstrating the extent of the relationship between each independent and dependent variables of the study.

Table:10 Correlation test

Correlations		Strategicguid ancebymentor sIndependent variable	Learningexpe rienceforment eesIndependent entvariable	Entrepreneuri alattitudesDe pendentvariab le
Strategicguidancebyment orsIndependentvariable	Pearson Correlation	1	.611**	.449*
	Sig. (2-tailed)		.004	.047
	N	20	20	20
Learningexperienceforme nteesIndependentvariabl e	Pearson Correlation	.611**	1	.648**
	Sig. (2-tailed)	.004		.002
	N	20	20	20
EntrepreneurialattitudesD ependentvariable	Pearson Correlation	.449*	.648**	1
	Sig. (2-tailed)	.047	.002	
	N	20	20	20

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

While the measured value of Pearson correlation coefficient for the independent variable, i.e. strategic guidance by mentors, etc., with the dependent variable, i.e. entrepreneurial attitudes, etc., the calculated value, as shown in the table within 1st row and 3rd column of the table, is calculated to be 0.449, which denotes the lower degree of correlation among both research variables of the study. Additionally, while measuring for the independent variable, i.e. learning experience for mentees, etc., with the dependent variable, the calculated value, as illustrated in a table within the 2nd row and 3rd column, is measured to be 0.648, which denotes the medium degree of correlation among both variables of the study.

While the value of significance (2-tailed) was measured to measure the extent of correlation between dependent and independent variables, respective values were presented in the table. The value of significance requires to be lower than threshold value of alpha, i.e. 0.05, etc., which

denotes a significant relationship among research variables. While calculated for the independent variable, i.e. strategic guidance by mentors, etc., with the dependent variable, as shown in the 1st column and 3rd row of the table, the measured value is 0.047, which is lower than the threshold value of alpha, denoting the presence of enough evidence to reject the. Additionally, while measuring the independent variable, i.e. learning experience for mentees, etc., the calculated value, as shown in the 2nd column and 3rd row of the table, is 0.002, which is lower than the alpha value, i.e. 0.05 etc., denoting the presence of enough evidence to reject the null hypothesis statement.

6. Regression test

Regression test is used to measure extent of relationship between independent and dependent variables of the study. An overview of the statistical results of regression has been presented below i.e. Model summary, Anova and coefficients etc.

Table:11 Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.892 ^a	.796	.772	.796

a. Predictors: (Constant),
LearningexperienceformenteesIndependentvariable,
StrategicguidancebymentorsIndependentvariable

A model summary is used to predict strength of relationship between each independent and dependent research variable. The value of R in the Model summary describes the proportion of variance measured within the dependent variable, i.e. entrepreneurial attitudes, etc., which are explained by independent variables of the study. The calculated value of R, as shown in the table, is 0.892, which demonstrates that 89% of the variance within the dependent variable is being elaborated by independent variables respectively.

Table:12 Anova test

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	42.165	2	21.083	33.233	.000 ^b
	Residual	10.785	17	.634		
	Total	52.950	19			

a. Dependent Variable: Entrepreneurial attitudes Dependent variable

b. Predictors: (Constant), Learning experience for mentees Independent variable, Strategic guidance by mentors Independent variable

Anova table in regression test is used for predicting extent of relationship between research variables. Value of significance in table denotes alpha value which is measured to be 0.00 that is less than p-value i.e. 0.05 etc. representing existence of enough evidence to reject null hypothesis statement.

Table:13 Coefficients test

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.008	.418		.019	.985
	Strategic guidance by mentors Independent variable	.081	.158	.081	.510	.616
	Learning experience for mentees Independent variable	.935	.177	.832	5.270	.000

a. Dependent Variable: Entrepreneurial attitudes Dependent variable

The table of coefficients is used to predict the tendency of relationship among research variables and enable the investigator to identify the magnitude and direction between variables of the study. Values calculated for unstandardized coefficients prescribes slope formation and direction of

relationship between variables. For the independent variable, i.e. strategic guidance by mentors, etc., the calculated value of B is 0.081, which denotes that 1 unit of increase in the independent variable would bring about 0.081 units of increase within the dependent variable, i.e. entrepreneurial attitudes. Additionally, for the independent variable, i.e. learning experience for mentees, etc., the calculated value of B is 0.935, which demonstrates that 1 unit of increase in the independent variable would bring about a 0.95 unit of increase within the dependent research variable.

The value of significance, as shown in the table, illustrates the correlation between independent and dependent variables. For the independent variables, i.e. strategic guidance by mentors, etc., the calculated value of significance is 0.616, which is higher than the alpha value, i.e. 0.05, etc., denoting the existence of enough evidence to reject the null hypothesis statement. Additionally, for independent variables, i.e. learning experience for mentees, etc., the measured value of significance is 0.00, which is lower than the threshold value of alpha, denoting the presence of enough evidence to reject the null hypothesis statement.

7. Hypothesis testing

Based on statistical results obtained with correlation and regression test further investigator would perform hypothesis testing to measure relationship between research variables of the study.

Table:14 Hypothesis testing region

Hypothesis	Statement	Accepted/rejected
H1	There is a significant relationship between strategic guidance by mentors and entrepreneurial attitudes in digital marketing.	Rejected
H2	There is a significant relationship between the learning experience for mentees and entrepreneurial attitudes in digital marketing.	Accepted

It is evident from the results presented in the hypothesis statement that H1 is rejected based on quantitative analysis where H2 is accepted.

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5. Conclusion and Recommendations

Current investigation presents valuable knowledge while investigating on influence of mentorship on restructuring entrepreneurial attitudes in digital marketing. With thorough investigation, insights have been measured regarding how, with strategic mentorship, newly hired managers could learn and improve their skills and capabilities to perform innovatively as a digital marketing executives. The study entails in-depth inspection while identifying the interrelationship between the role of mentors in guiding and supporting their followers across business settings. With improved innovation across digital marketing processes, there exist need to develop skills and capabilities among new entrepreneurs that require strategic guidance and consistent motivation from strategic managers in supporting entrepreneurs.

The study presented ample of information based on literature evaluation performed during the investigation that assist in addressing the knowledge gap while presenting valuable dimensions for future researchers. It is evident from the literature review that entrepreneurial skill development requires consistent participation within entrepreneurship programs that enable employers to learn and improve their capabilities to perform as resourceful employees within organizational settings. With quantitative design, coherence inspection has been executed while measuring the effectiveness of mentorship in shaping entrepreneurial attitudes among managers.

Organizations expect improvements and critical thinking skills from entrepreneurs working across the digital marketing phase as their decisions contribute essentially to supporting organizational growth and increasing productivity among the workforce. The investigator used the primary data collection process to gather information for the study. With 5-point Likert scale closed-ended questionnaire technique, primary responses have been collected from research participants. With a sample size of 20 participants, corresponding reviews have been gathered and presented in the study. For data evaluation, SPSS is used that enables investigators to conduct statistical analysis with various tests, i.e. frequency, correlation, and regression.

Statistical results are projected in the study that showcase an overview pertaining to the significance of mentorship provided by strategic management that assists in reshaping skills and capabilities among employees. Results of the frequency test demonstrate that senior executives

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share their experience and knowledge with newly hired entrepreneurs who significantly contribute to improving sustainable operational outcomes that lead to the accomplishment of sustainable organizational outcomes.

It is evident from the responses of the participants that, based on mentorship experience, employers improve their confidence and enable them to pursue self-employment. With strategic guidance, managers enhance their capabilities and develop their skills that enable them to perform challenging tasks. For becoming an innovative digital marketing manager, employers should learn innovative tactics and problem-solving skills that helps them while working in a challenging phase.

With active participation in mentorship programs and seminars related to leadership enables employers to improve their capabilities and to contribute as a resourceful employees while working within an organizational setting. Digital marketing, being an essential component of the business, requires creativity and consistency among digital marketing managers whom contribute to initiating sustainable marketing plans that enable the growth of new products/services across diverse markets.

Based on the results of correlation and regression test, the corresponding relationship between independent and dependent research variables is predicted. Based on the results of the study, it is evident that there isn't a significant relationship between strategic guidance by mentors and entrepreneurial attitudes in digital marketing. Additionally, there exists significant relationship between learning experience for mentees and entrepreneurial attitudes in digital marketing. It showcases that increased learning experience among subordinates could be measured through responsible and strategic guidance provided by managers.

5.1 Implications of findings

Based on findings of the study, the investigator would direct future researchers to adequately measure insights on the effectiveness of organizing mentorship programs that enable strategically guiding and supporting employers within organizational setting. The current study provides in-depth information pertaining to effectiveness of mentorship for leading and directing followers across digital marketing phase. Future researchers could emphasize conducting an investigation of

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the impact of mentorship on entrepreneurial attitudes in other business domains and various organizational departments/divisions that would enable obtaining practical knowledge. Additionally, by examining through the secondary data collection methods, future researchers would be able to present new aspects within their findings while measuring the resourcefulness of mentorship.

5.2 Recommendations

- By conducting mentorship programs, organizations would promote strategic improvement through skill development and capability enhancement among less experienced employers.
- By conducting team meetings strategic managers would provide productive guidance that enable operational managers in improving their capabilities to perform effectively across marketing department.
- By organizing training sessions marketing managers could guide and direct their subordinates while providing them knowledge regarding how to utilize digital marketing tools for improving product information across new markets and among new audience.
- By investment on mentorship seminars and leadership workshops newly hired employers could learn valuable skills and expertise that would assist them while performing as a digital marketing manager.

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7. Appendix

1. Questionnaire

Demographic factors

1. Gender
 - Male
 - Female
2. Age
 - 25-34 years
 - 35-44 years
 - 45-54 years
 - 55-64 years
3. Employment position
 - Mid-level manager
 - Senior level manager
 - Executive level manager

Strategic guidance by mentors (Independent variable)

4. Rather, strategic guidance by senior executives help you in improving your entrepreneurial skills in digital marketing?
 - Strongly agree
 - Agree
 - Neutral
 - Disagree
 - Strongly disagree
5. Do managerial support assist you in resolving operational challenges while undertaking crucial operational decisions?
 - Strongly agree
 - Agree

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- Neutral
- Disagree
- Strongly disagree

Learning experience for mentees (Independent variable)

6. Rather, would you consider your mentorship experience helps in developing confidence while pursuing for self-employment?

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

7. Does mentorship assisted you in developing creative thinking skills during your entrepreneurial endeavors?

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

Entrepreneurial attitudes (Dependent variable)

8. Rather, has the quality of mentorship you have received enabled you to grow as a digital marketing entrepreneur?

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

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9. Would you have been able to improve entrepreneurial capabilities in digital marketing while successfully completing a mentorship program?

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

**A study on the Accounts payable Management and impact on
Financial Performance of Automobile Manufacturing Firms in
Dubai**

By

Persis Kerenapuk Sundararaj

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Abstract

This study focusses on manufacturing firms in Dubai's automotive sector, planning to decide the connection between effective accounts payable management and financial performance. Fifty employees from five noticeable producers, Dust storm Engine Vehicles Manufacturing LLC, Jannareilly Automotive, SchutzCarr, Heavily clad Vehicles, Reinforced Vehicles Makers, and Sandwaves Automotive, were surveyed using a normalized poll inside a quantitative research structure. A thorough examination of accounts payable approaches and their apparent effect on financial measurements was worked with by ten arbitrarily chosen respondents from every business. To evaluate employee perceptions on the adequacy of accounts payable organization, you might audit the 10 Likert scale things in the study. The review was additionally validated by secondary data acquired from scholarly papers and other relevant sources. Starter discoveries highlight the significance of successful management methodologies in upgrading operational efficiency and liquidity, uncovering areas of strength for a between effective accounts payable strategies and worked on financial performance. This research gives important bits of knowledge to partners, including policymakers and chiefs, to streamline financial performance in Dubai's serious manufacturing sector.

Keywords: Accounts payable management, financial performance, manufacturing firms, automotive sector, Dubai, operational efficiency, quantitative research.

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1. Introduction

1.1 Problem Statement

Powerful financial management is fundamental for supported achievement and development in the serious manufacturing sector. The management of accounts payable fundamentally impacts an organization's liquidity, cash flow, and in general financial wellbeing. Many manufacturing firms in Dubai who disregard to streamline their accounts payable methods every now and again experience payment delays, stressed supplier relationships, and expanded operational expenditures. These difficulties can antagonistically influence financial outcomes, hence reducing the ability to put resources into improvement and innovation.

Although the meaning of accounts payable in manufacturing firm are existent, research exploring its effect on car manufacturing firms in Dubai is limited. Various past examinations disregard to think about the extraordinary elements and difficulties of the manufacturing sector, selecting rather for broad assumptions. A designated investigation is important to survey the impact of successful accounts payable practices on liquidity, benefit, and operational efficiency, among other financial measurements.

This study expects to address this data lack and give significant experiences to stakeholders in Dubai's automotive manufacturing industry. Upgraded financial technique, further developed cash flow, and an invigorated upper hand might be accomplished by grasping the correlation between accounts payable management and financial performance. Supervisors, financial backers, and administrators trying to upgrade the territorial modern climate will track down the outcomes fundamental.

1.2 Purpose of the Study

The primary purpose of this study is to examine the relationship between account payable management and the financial performance of manufacturing firms in Dubai's automobile sector. By analyzing the practices and strategies employed in managing accounts payable, the study aims to identify how these factors influence key financial metrics, such as liquidity, profitability, and

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operational efficiency. The practical outcomes of this research include providing actionable insights and recommendations for manufacturing firms to optimize their accounts payable processes. This optimization is expected to lead to improved cash flow management, enhanced supplier relationships, and increased overall financial performance.

Additionally, the study seeks to contribute to the existing body of knowledge by filling the research gap in the context of Dubai's manufacturing environment. The findings will serve as a valuable resource for managers, financial analysts, and policymakers, offering them evidence-based strategies that can be implemented to enhance financial decision-making and operational practices. Ultimately, the study aims to foster a deeper understanding of the critical role that effective account payable management plays in driving sustainable growth and competitiveness in the manufacturing sector.

1.3 Objectives

1. To evaluate the current account payable management practices employed by automobile manufacturing firms in Dubai.
2. To examine the impact of account payable management practices on the financial performance of these firms, with a specific focus on liquidity and profitability.
3. To assess employee perceptions regarding the effectiveness of account payable management in their respective organizations.

1.4 Hypotheses

1. Automobile manufacturing firms in Dubai employ specific account payable management practices that are standardized and tailored to enhance operational efficiency.
2. The account payable management practices employed by automobile manufacturing firms in Dubai have a positive impact on the firms' financial performance, particularly improving liquidity and profitability.

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3. Employees in automobile manufacturing firms in Dubai perceive the current account payable management practices in their organizations as effective in maintaining financial stability and operational efficiency.

1.5 Research Questions

1. What is the current account payable management practices employed by automobile manufacturing firms in Dubai?

2. How do these practices influence the financial performance of these firms, specifically regarding liquidity and profitability?

3. What is the perception of employees regarding the effectiveness of account payable management in their respective organizations?

1.6 Introduction and Statement of the Problem

The rising intricacy and extreme contention in the locale's manufacturing sector, especially inside the automotive industry, provoked the decision of the subject "A Concentrate on Record Payable Management and Its Effect on Financial Performance of Manufacturing Firms in Dubai" as the chief review center. Operational efficiency and longevity are dependent upon successfully oversaw funds. Regardless of the significance of overseeing accounts payable for keeping up with liquidity and advancing cash flow, a few firms keep on confronting difficulties that decrease their financial performance. This area requires quick experimental examination because of reasons adding to these difficulties, including delayed payments, incapable processing systems, and deficient contact with suppliers.

There is a shortage of studies tending to accounts payable management in Dubai's modern sector, fueling what is happening. Most of the writing offers general ends that may not relate to the special operational elements and administrative structures administering the field. This research will examine the ebb and flow status of accounts payable management across automotive producers in Dubai and survey its effect on their profitability. Stakeholders might improve operational

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efficiency, financial performance, and long-term growth in the sector by recognizing these attributes and devising courses of action.

1.7 Development of a New Course or Unit of Instruction

The research is proposed to actually deal with the distinguished troubles and accomplish the expressed goals. People utilized in or regulating tasks inside the manufacturing sector will get critical benefits from this course, which would grant fundamental standards of accounts payable optimization. The recommended course of study includes approaches for streamlining cash flow, overseeing supplier relationships, and incorporating technology into financial activities, among different points.

Various pragmatic benefits might come about because of signing up for this course. At first, it would furnish people with the data important to assess and improve their ongoing accounts payable systems, so expanding productivity and decreasing overhead costs. Members would be more skilled at executing strategies that improve liquidity and profitability assuming they fathomed the connection between powerful accounts payable management and financial achievement. Besides, by developing a culture of constant improvement, the course would propel associations to assess and refine their financial cycles routinely.

Besides, fostering this lesson plan will upgrade the skill of people in the modern sector, so cultivating more prominent market resilience and competitiveness. The course material will be directed by the research discoveries, guaranteeing it is proof based and custom fitted to the particular prerequisites of the sector. This arrangement will improve the generally financial management of modern firms in Dubai, working with the reasonable utilization of scholarly ideas.

1.8 Importance of the topic

The contemporary monetary climate, especially inside the car manufacturing sector, delivers the point "A study on the Account payable Management and impact on Financial Performance of Automobile Manufacturing Firms in Dubai" in a very substantial manner. The management of accounts payable fundamentally impacts an organization's liquidity, cash flow, and generally

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financial health. Proficiently supervising accounts payable processes is fundamental for financial performance. This study expects to clarify the complexities of this subject, which is huge for practitioners, managers, and policymakers.

1.9 Achieving the Stated Purpose and Goals

The goal of this study is to discover the effect of accounts payable management on financial performance, and this research is fundamental for accomplishing that goal. This study will clarify the ongoing practices of different manufacturing firms in Dubai and survey their viability through a deliberate examination of these practices and their effect on key financial indicators. Outfitted with this knowledge, we can all the more successfully counsel provincial firms on streamlining their accounts payable processes and upgrading their profitability.

1.10 Practical Outcomes and Improvements

The useful outcomes of this study will appear in a few structures. The outcomes will outfit modern associations with an exhaustive structure for assessing their current accounts payable systems. Associations might improve their processes, lessen operational expenses, and strengthen supplier relationships by evaluating their ongoing practices and carrying out essential alterations in view of their discoveries. The updates will yield further developed cash flow management and upgraded financial stability.

This research might work with the advancement of novel systems for resolving normal issues in accounts payable management. The review might advocate automated invoicing and payment systems as a specialized choice to upgrade productivity and diminish human error. Organizations will actually want to utilize digital transformation and keep a competitive edge in the present powerful market, as this study supports the integration of these headways.

1.11 Recommendations and Strategic Initiatives

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The review's discoveries will propose sober minded suggestions for improving the accounts payable processes of modern firms. Carrying out clear communication channels with suppliers, normalizing invoice processing methodology, and establishing performance metrics to screen and evaluate accounts payable efficiency are practical suggestions. Thusly, firms will be more disposed to assess their current financial practices and execute important adjustments to adjust to the powerful market conditions.

This study's assessment of accounts payable management will improve current assets and act as a huge advantage to modern firms in Dubai. The essential goal of the research is to help the manufacturing sector in achieving advancement and maintainability by upgrading financial performance and operational efficiency.

1.12 Connection to Standards

Various industry guidelines highlight the significance of financial management inside the industrial sector, which is related with accounts payable management study. The Worldwide Financial Detailing Norms (IFRS) and closely resembling bunches form fundamental guidelines for financial revealing, guaranteeing the accuracy and straightforwardness of manufacturing organizations' financial assertions. To get the trust and believability of stakeholders, for example, financial backers and suppliers, ventures genuinely should stick to these norms, especially in a competitive market.

Employees in the industrial sector should likewise have fundamental comprehension of financial management. Capability in planning, guaging, and examination is fundamental for brilliant financial direction. Better cash flow management and financial achievement might be accomplished when employees fortify these capacities and add to further developed account payable processes. To cultivate a culture of monetary obligation and efficiency, companies might profit from preparing programs pointed toward fostering these abilities. This will assist coordinate their employees with industry standards.

The research lines up with the competencies pushed by organizations, for example, the Manufacturing Foundation, which accentuate the need of financial proficiency, scientific

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reasoning, and critical thinking abilities for experts in the manufacturing sector. Companies might upgrade their employees' readiness for financial difficulties by recognizing the association between these abilities and accounts payable management. This synchronization sticks to corporate principles as well as prepares staff to deal with the complex financial operations normal for the present fast creation climate.

At last, manufacturing firms might improve their operational efficiency and financial stability by perceiving the meaning of these principles and basic competencies. To achieve getting through growth and competitiveness in the industry, it is fundamental for firms to improve their accounts payable processes while adjusting to laid out principles and developing basic competencies.

1.13 Definition of Terms

- **Account Payable Management:** The administration of a company's short-term liabilities, in particular the sums owed to suppliers for things and administrations delivered yet not yet compensated, is alluded to as Accounts Payable. Viable management of accounts payable yields ideal cash flow and cost reduction, cultivating healthy relationships with suppliers.
- **Liquidity:** A company's liquidity is characterized as its capacity to meet short-term financial obligations utilizing its most open assets. A high liquidity proportion shows that a firm can quickly convert its assets into cash, so working with the brief repayment of its obligations when they mature.
- **Financial Performance:** Profitability, return on investment (ROI), and revenue growth are financial performance metrics employed to survey a company's in general financial health. A company's ability to convert its assets into benefits comparative with its expenditures and different liabilities might be recognized from its financial performance.
- **Cash Flow:** The expression "cash flow" indicates the total amount of money that enters and leaves an organization. A firm with great cash flow might settle its obligations and put

resources into growth. Negative cash flow demonstrates financial troubles. The limit of a corporation to settle its obligations is contingent upon its cash flow.

- **Supplier Relationship Management (SRM):** Laying out and supporting relationships with suppliers is fundamental for an organization's prosperity, which is the motivation behind Supplier Relationship Management (SRM). Improved financial performance and operational efficiency might result from SRM's emphasis on advancing supplier performance, fortifying partnerships, and encouraging mutual benefits.

1.14 Assumptions and Limitations of the Study

The study on the correlation between accounts payable management and financial success is established on numerous assumptions. The primary assumption is that the questioned employees have a major comprehension of their firms' accounts payable processes. The responses are expected frankly and honest in their comments, addressing their personal opinions and experiences. To survey the relationship between accounts payable administration and financial performance, it is fundamental to get trustworthy data, which relies upon this basic reason.

The findings might be applicable to the aggregate of Dubai's industrial sector. This study focusses on five explicit automakers, but it is guessed that different firms in the industry may likewise acquire from the findings. The principal assumption is that different production settings in the region have comparable accounts payable management challenges and procedures. The findings may not be appropriate to different ventures inside a similar sector due to contrasts in organizational size, structure, and operational practices.

The study has a few downsides that might impact the outcomes and interpretations. The dependence on a restricted sample size of 50 employees constitutes a critical limitation. This measurement may not precisely address the complete labor force of the picked firms. The outcomes might be compromised by sampling bias and lacking statistical power coming about because of the restricted sample size. The research might neglect huge different viewpoints and experiences because of its restricted focus on only five manufacturing organizations.

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The quantitative methodology of the study limits its ability to comprehend the complexities and subtleties of accounts payable management comprehensively. Quantitative data is compelling for recognizing patterns and correlations; by and by, it might miss the mark in articulating perspectives, for example, corporate culture, employee experiences, or the unmistakable challenges looked by individual companies. Future investigations might upgrade the comprehension of the effect of accounts payable management on financial performance by employing a mixed methods approach that integrates both quantitative and qualitative data.

1.15 Overview

The initial phase of this research will include an exhaustive literature evaluation about accounts payable management and its impact on financial performance. This will establish the foundation for understanding the significant concepts and theories included. This study aims to address the deficiencies in the existing literature, which will be elaborated upon in the ensuing chapter. This will also legitimize the quantitative methods employed in this study and analyze different methodologies used in similar research. The literature review will contextualize the significance of accounts payable management inside the industrial sector and its potential impact on operational efficiency by constructing a theoretical framework.

The resulting methodological chapter delineates the study design after the literature review. This incorporates the protocols for sampling, data collection, and analysis. This chapter will delineate the procedure for developing and conducting the structured questionnaire to gather primary data from the employees of the chose organizations. The methodologies employed for data analysis to draw conclusions on the correlation between A/P management and bottom-line outcomes will also be examined. The primary target of the study is to assist manufacturing firms in achieving optimal financial management practices through the provision of practical insights and recommendations.

2. Literature Review

2.1 Introduction

This section reviews the ongoing literature on accounts payable management and its relationship to the profitability of manufacturing organizations. This research examines fundamental concepts, theories, and data to elucidate the impact of successful accounts payable systems on a business' liquidity, profitability, and overall financial health. Effective accounts payable management cultivates strong relationships with suppliers and facilitates optimal cash flow. This section will establish a foundation for future study by examining prior investigations and pinpointing knowledge gaps. The literature review will elucidate the pertinent issues and solutions inside the manufacturing sector, specifically in relation to vehicle manufacturing organizations in Dubai.

2.2 Literature review

1. Accounts Receivable and Payable Relationships

Mittal and Monika (2020) aimed to comprehend the synergistic impact of accounts receivable and payable on financial performance, specifically examining their interaction inside small-cap firms. Their quantitative research of financial data from a group of small-cap firms indicated that, for optimal cash flow and overall financial health, accounts receivable and payable should maintain a balanced relationship. They concluded that, usually, liquidity and profitability are greater for organizations whose management succeeds in the two areas.

Anorue and Ugwoke (2022) examined the impact of accounts receivable and payable management on the financial performance of small-scale firms in Imo State, Nigeria. The study employed a mixed-method approach, consolidating interview data with financial data analysis to assess the impact of these obligations on the firms' profitability and operational efficiency. Their findings indicate that organizations' ability to satisfy financial obligations and advance is frustrated by financial constraints, frequently originating from inadequate management of accounts receivable and payable.

2. Accounts Payable Management and Financial Performance

Ikechukwu and Nwakaego (2015) examined the impact of the accounts payable ratio on the financial performance of Nigerian food and beverage manufacturing companies. The quantitative analysis concentrated on the financial ratios of chosen organizations throughout a certain time span. Their research indicated that a higher accounts payable proportion correlated with enhanced financial performance, recommending that a company's short-term finances may improve assuming it opts to prolong payment periods.

Kithinji, Wepukulu, Gekara, and Mwanzia (2022) examined the impact of accounts payable management on the financial performance of public institutions in Kenya. Employing a quantitative research methodology, they analyzed financial data from many institutions and concluded that powerful accounts payable management positively impacts long-term financial stability and overall performance. Ideal payments and proficient accounts payable management enhance validity and financial stability, as stated by the study's authors.

Gakurya and Olouch (2018) investigated accounts payable management inside the context of Kenyan coastal province government services. Their examination focused on the impact of accounts payable systems on the functioning of these services utilizing a case study methodology. They found that cash flow problems and reduced operational efficiency frequently came about because of poor accounts payable administration, characterized by delayed payments and erratic policies. The researchers determined that enhanced government performance would arise from the utilization of additional structured accounts payable systems.

3. Working Capital and Efficiency

Bagh, Nazir, Khan, Khan, and Razzaq (2016) examined the impact of working capital management on the financial performance of Pakistani firms, with accounts payable as the focal component. Regression research conducted on a companion of publicly traded organizations revealed that proficient management of working capital, particularly through convenient accounts

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payable processes, is straightforwardly associated with improved profitability and firm value. To optimize cash flow and enhance financial performance, the experts advised organizations to lessen their payable turnover ratios.

Einkamerer and Maqbool (2017) provided recommendations for enhancing the overall function. In qualitative study, current accounts payable models were analyzed, and finance managers were questioned. The authors concluded that a company's operational expenditures, delays, and financial efficiency may be significantly enhanced by streamlining its accounts payable processes. They proposed automating the process and doing visit audits to enhance the efficiency of accounts payable administration.

4. Accounts Payable in Sector-Specific Contexts

Sharma (2017) study concentrated on accounts payable management strategies inside India's fast-moving consumer products (FMCG) sector. He distinguished correlations between accounts payable turnover ratios and financial success through a comparative analysis of FMCG companies. Accelerated turnover ratios enhanced liquidity; nonetheless, increasing getting rates were a weight that Sharma distinguished firms should persevere. Research indicates that fast-moving consumer products firms could enhance their cash flow management by utilizing balanced payment methods.

Sedevich-Fons (2020) examined the impact of ISO 9000 quality management standards on the accounts payable process to improve efficiency and accuracy. Adhering to quality standards in accounts payment operations has prompted less errors and enhanced supplier relationships, as indicated by study examining firms accredited under ISO 9000. Sedevich-Fons asserts that the alignment of accounts payable procedures with quality management frameworks enhances both financial performance and organizational quality control measures.

5. Broader Financial and International Perspectives

Nam and Uchida (2019) conducted an international study analyzing data from many nations to examine the relationship between accounts payable and company value. A cross-sectional research was employed to examine the impact of varying economic conditions on the impact of accounts

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payable procedures on corporate valuation. They concluded that in regions with strong leaser protections, enhancing liquidity via the expansion of accounts payable can elevate firm value. The research findings emphasize the need to amend accounts payable procedures because of alterations in the legislative and economic environment.

Sheikhdon and Kavale (2016) examined the impact of accounts payable practices and liquidity management on the financial performance of commercial banks in Mogadishu, Somalia. The analysis of financial data indicated that maintaining financial stability in an unpredictable economic environment necessitated the implementation of successful liquidity management measures, including accounts payable management. The authors assert that great management of accounts payable is essential for banks to meet their liquidity necessities and mitigate financial risk.

6. Summary

Research indicates that accounts payable management is essential for enhancing financial performance across all organizations and contexts. Various examinations, including those by Mittal and Monika (2020) and Ikechukwu and Nwakaego (2015), demonstrate that small-cap enterprises, food and beverage sectors, and public institutions significantly benefit from effective accounts payable practices regarding liquidity, profitability, and overall financial prosperity. Einkamerer and Maqbool (2017) and Bagh et al. (2016) emphasize the expenses and operational failures that may be mitigated with streamlined, automated payment methods. Industry-specific accounts payable strategies enhance cash flow and invigorate supplier relationships, as confirmed by sector-focused examinations like Sharma's (2017) research on FMCG companies and Sedevich-Fons' (2020) analysis of ISO 9000 standards. The legal environment impacts the impact of accounts payable on corporate value, as indicated by broader perspectives like the global study by Nam and Uchida (2019). By and large, these examinations demonstrate that amazing accounts payable administration is essential for financial progress and stability.

3. Methodology

3.1 Introduction

This chapter on methodology delineates the procedures employed to gather data and assess the impact of accounts payable management on the financial performance of many automotive firms. The initial section reiterates the issue statement, emphasizing the need of enhancing a manufacturing company's financial resilience via improved accounts payable administration. Structured into the accompanying sections: topic description and selection; instrumentation; data collection; data analysis; and limitations. The goal of each section is to elucidate the processes employed to guarantee the study's validity and reliability.

3.2 Research Design and Procedures

The primary issue driving the research was, "What is the impact of accounts payable management on the financial performance of automobile manufacturing companies in Dubai?" This investigation aimed to explore the many impacts of payment practices on the financial health of the chose firms, both straightforwardly and by implication. This research aims to distinguish accounts payable strategies that enhance a company's cash flow, operational efficiency, and profitability.

Questions, for example, "What is the correlation between various accounts payable ratios and financial performance metrics?" were incorporated to enhance our comprehension of this relationship. What significance truly do prompt payments hold in supplier relationships and financial outcomes? These sub-questions were designed to elucidate certain aspects of accounts payable management's impact. On the whole, these questions constitute the cornerstone of research, directing the two data collection and analysis.

3.3 Population and Sample

The study employed a quantitative research strategy to assess the relationship between accounts payable procedures and financial performance criteria impartially. Statistical analysis, facilitated

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by the quantitative approach, enables the identification of patterns and correlations inside the data. We chose this design to illustrate the significant impact of accounts payable administration on the profitability of manufacturing firms. Participants from all participating firms provided similar responses because of the standardized questionnaire that employed a Likert scale as its primary data collection instrument.

The procedure included conveying the survey to fifty randomly chosen individuals from five unmistakable automobile manufacturing facilities in Dubai. To maintain consistency in the administrative process and allow respondents adequate opportunity to reply, data collection was reached out north of a three-week period. The target of gathering and consolidating the questionnaires for statistical analysis was to examine the proposed joins between financial performance and accounts payable management. To complement the background and substantiate the findings, the study additionally used secondary sources, for example, scholarly papers and industry reports.

3.4 Participants

The study's participants were from many backgrounds and sectors, providing particular perspectives on accounts payable management practices. They were employed by five particular automobile manufacturing firms in Dubai. A sample of fifty individuals was chosen, with 10 randomly chosen from each business. We aimed to obtain a substantial and representative cross-section of responses to illuminate accounts payable management patterns at the organizations analyzed.

Data was gathered by a online survey or a structured questionnaire conveyed via email, contingent upon the participants' readiness and availability. The target of this example method was to obtain different viewpoints on accounts payable from individuals with contrasting backgrounds and responsibilities. The chose firms represent a cross-section of Dubai's automobile manufacturing industry, subsequently delivering the research pertinent despite the restricted sample size.

This study sought to quantitatively and qualitatively analyze accounts payable management in Dubai's car manufacturing sector via a questionnaire. The assessment had ten questions and

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focused on three primary aspects: current accounts payable procedures, their impact on financial performance (namely liquidity and profitability), and employee perceptions of the effectiveness of these procedures. Respondents can express their degree of agreement or disagreement with statements utilizing the Likert scale approach, which offers comprehensive insights into each firm's procedures and outcomes.

A combination of individual interviews and online questionnaires was employed to collect data. The survey's accessibility to respondents across diverse locales and work schedules ensured a higher response rate and a broader range of findings. Participant and company responses were consistent due to the survey's structured framework, which facilitated a standard methodology. This strategy was chosen due to its ability to provide a consistent and unbiased dataset, which is crucial for analyzing patterns and trends in accounts payable techniques and their perceived effectiveness.

To get a balanced combination of qualitative and quantitative responses, we employed a sample size of 50 individuals. All five chosen automakers located in Dubai are significant players in the market. To guarantee a diverse range of opinions, ten employees from each organization were invited. This sample size was considered enough for obtaining a representative perspective on accounts payable procedures and their effects across various firms.

The study aimed to achieve a thorough yet focused understanding of accounts payable administration within the Dubai automotive industry, which guided the sampling technique. The research obtained a complete overview by selecting several organizations and gathering comments from employees who were either directly engaged in or knowledgeable about financial operations. The accounts payable processes influence financial success and staff morale. This technique facilitated comparisons among businesses and provided a comprehensive dataset to assess these links.

3.5 Instrumentation

The questionnaire was developed based on contemporary research and accordingly refined with the aid of industry experts to guarantee content validity. The enquiries were created to investigate

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ideal payments, supplier relationship management, and their consequences for liquidity and profitability. The final data collection questionnaire was pilot tried with a smaller group of participants to guarantee clarity and relevance.

3.6 Data Analysis Procedures

A comprehensive evaluation of the gathered responses was facilitated by data analysis conducted with statistical strategies. Descriptive statistics were employed to summarize the participants' demographics and their response patterns for the analysis of sample characteristics. The primary study examined the relationships between factors in accounts payable management and financial performance indicators, like profitability and liquidity ratios, using correlation and regression methodologies.

We concluded that accounts payable methods impact financial performance, since statistical strategies revealed significant patterns and patterns in the data. The study utilized reliability tests to guarantee the consistency of the Likert scale things, so enhancing the validity of the analysis. The study's conclusions and recommendations were gotten from these investigations, which supplied empirical data from Dubai's industrial sector.

3.7 Limitations

The study possesses certain constraints that may impact the interpretation of the outcomes, notwithstanding the power of the approach. The sample size of 50 participants is rather low, which is manageable however may restrict the generalisability of the outcomes over the entire manufacturing business in Dubai. The study depends on self-reported data, which may be misshaped by response bias or social desirability, in this way compromising the accuracy of the outcomes.

The research may have disregarded variations in accounts payable management procedures among manufacturing subsectors because of its restricted focus on only five automobile manufacturing

firms. While beneficial for statistical analysis, the quantitative strategy may disregard nuanced qualitative aspects that could elucidate the relationship between accounts payable management and financial outcomes. An increased sample size, the inclusion of different sectors, and the application of mixed-method approaches ought to enable future research to conquer these limitations and yield a more comprehensive understanding.

3.8 Summary

This methodology chapter aims to delineate the study approach, data collection strategies, and analytical procedures employed to investigate the impact of accounts payable management on financial performance. Statistical analysis results illuminate the relationship between payment behaviors and financial outcomes; the study used a standardized questionnaire circulated to employees at five particular vehicle manufacturing enterprises in Dubai. The strategy offers a comprehensive approach to examining this vital aspect of financial management, despite limitations related to sample size and inborn biases. The outcomes of the analysis, along with a discussion of the chose firms and the broader implications for the manufacturing sector, will be provided in the resulting chapter.

4. Results

4.1 Introduction

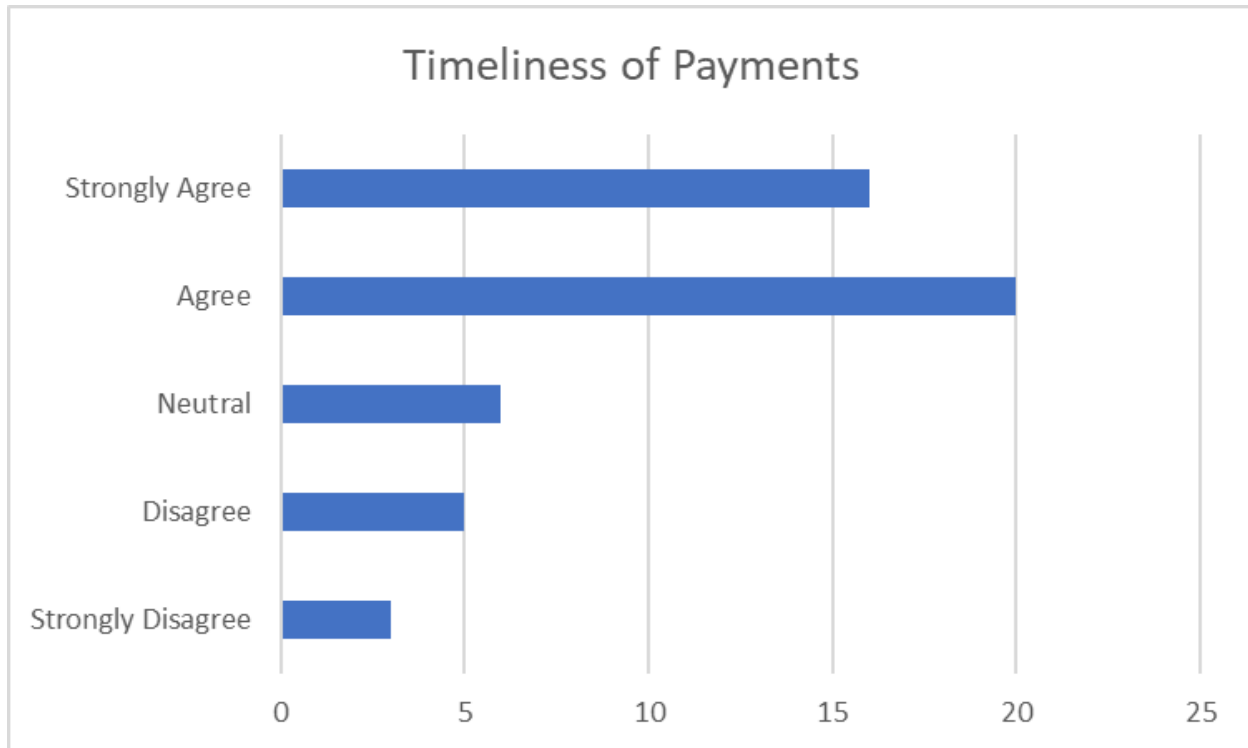
The findings of the accounts payable management questionnaire for the chose vehicle manufacturing organizations in Dubai are detailed in the resulting section. The poll's questions examined many accounts payable subjects, like payment punctuality, supplier relationships, and the impact of technology on operational efficiency. This section delineates the findings from an investigation of 50 laborers' responses and features the prevailing agreement regarding accounts payable management and its impact on financial outcomes. A comprehensive examination of the outcomes will be provided, featuring the key insights that elucidate the viability of the organizations' strategy around here.

4.2 Data Analysis

Table 4.1: Timeliness of Payments

Response	Number of Responses
Strongly Disagree	3
Disagree	5
Neutral	6
Agree	20
Strongly Agree	16

Graph 4.1: Timeliness of Payments



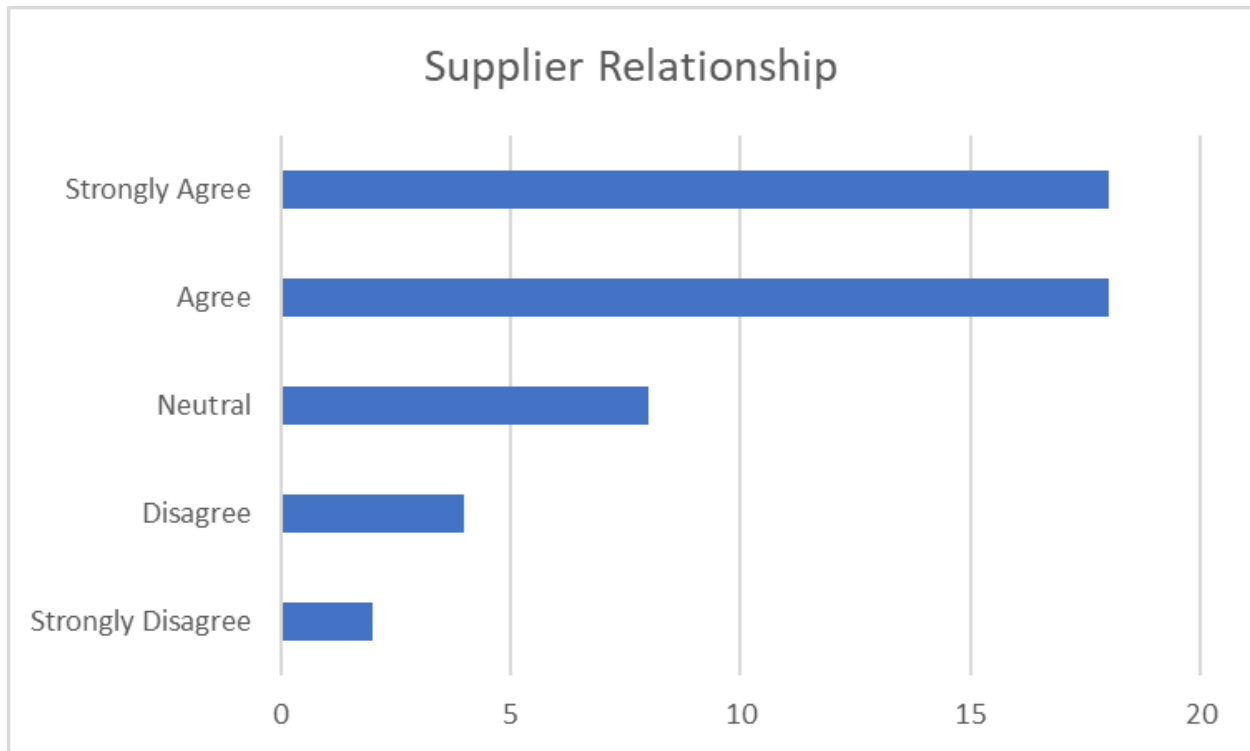
Interpretation:

According to the interpretation, the majority of respondents (36 out of 50) said that their company's accounts payable are often paid on schedule, which indicates that they have a favorable opinion of timely payment processes. Only a tiny percentage of respondents, eight in total, disagreed or strongly disagreed, indicating that the majority of workers have a positive impression of the company's ability to make payments on time.

Table 4.2: Supplier Relationship

Response	Number of Responses
Strongly Disagree	2
Disagree	4
Neutral	8
Agree	18
Strongly Agree	18

Graph 4.2: Supplier Relationship



Interpretation:

The interpretation is that more than thirty-six percent of respondents agreed or strongly agreed that the implementation of viable accounts payable management has resulted in improved relationships with suppliers. This suggests that the way that the firm takes to manage payments is regarded to have a good influence on keeping solid relationships with suppliers, with just six respondents holding a negative point of view.

Table 4.3: Discount Opportunities

Response	Number of Responses
Strongly Disagree	1
Disagree	6
Neutral	9

Response	Number of Responses
Agree	17
Strongly Agree	17

Graph 4.3: Discount Opportunities



Interpretation:

There is a consensus among the majority of participants (34), which indicates that the firm makes frequent use of early payment restrictions, which is indicative of an effective approach to cost-saving techniques. There is some variety in attitudes of rebate utilization, as seen by the fact that seven respondents disagreed with the statement, while nine respondents stayed indifferent.

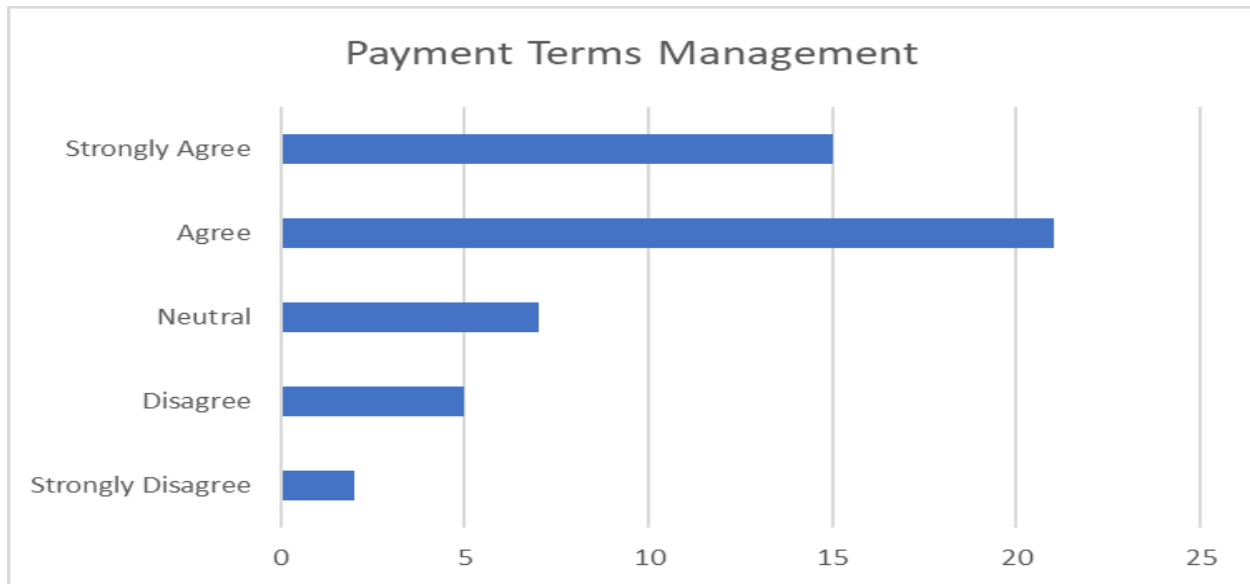
Table 4.4: Payment Terms Management

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Response	Number of Responses
Strongly Disagree	2
Disagree	5
Neutral	7
Agree	21
Strongly Agree	15

Graph 4.4: Payment Terms Management



Interpretation:

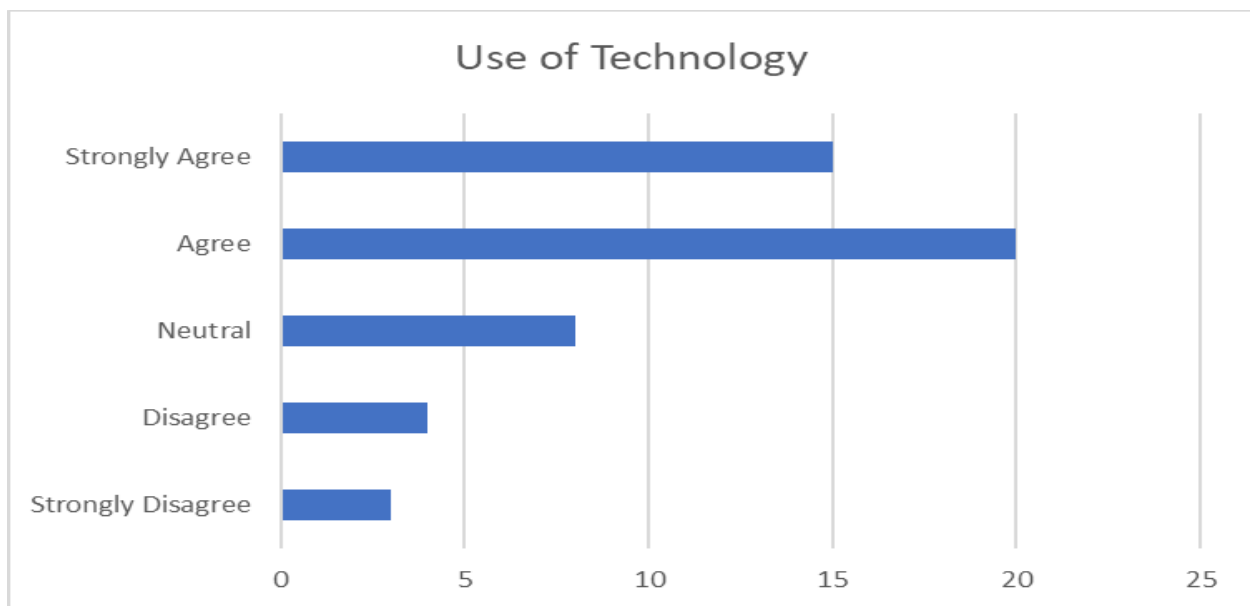
It was accepted or strongly agreed upon by a large majority of 36 individuals that the corporation does, in fact, negotiate payment arrangements in order to maximize cash flow. Only a small number of employees, seven, expressed negative sentiments, suggesting that the majority of

workers consider the bargaining tactics of the organization to be useful for the management of financial resources.

Table 4.5: Use of Technology

Response	Number of Responses
Strongly Disagree	3
Disagree	4
Neutral	8
Agree	20
Strongly Agree	15

Graph 4.5: Use of Technology



Interpretation:

A good opinion of the use of technological devices or automation is shown by the fact that the

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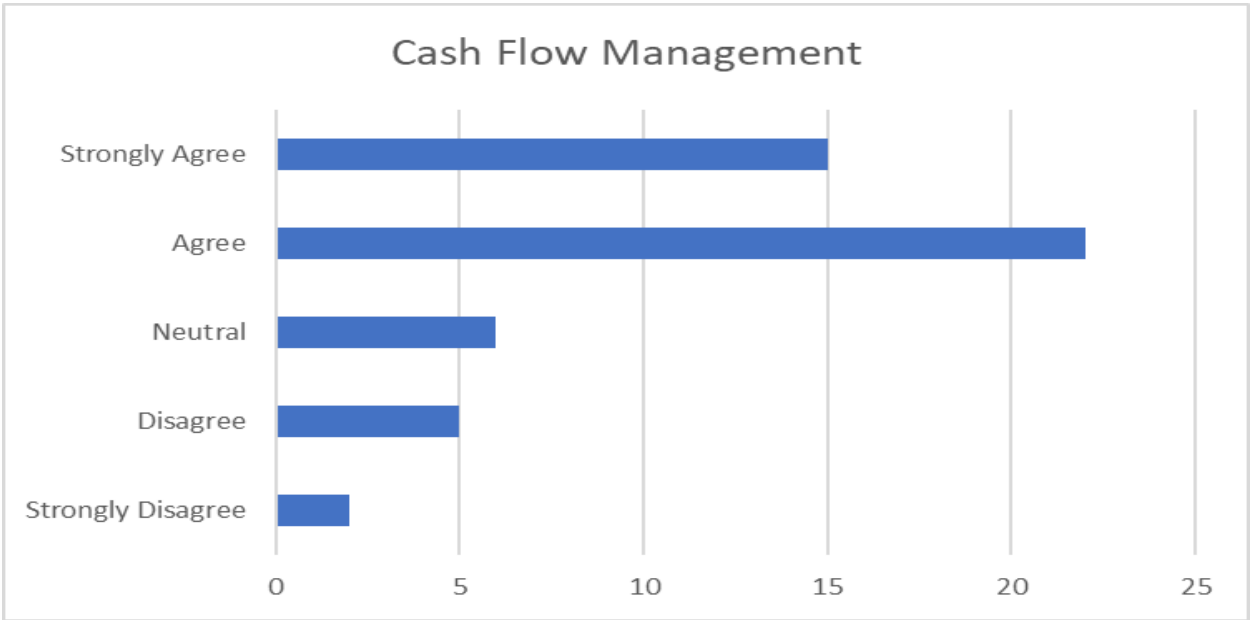
Publisher: The Big Publisher

majority of respondents (35), who are included in the survey, believe that the organization successfully utilizes technology to handle accounts payable. With just seven respondents expressing disagreement, it suggests that there is widespread acceptance of the role that technology plays in the procedures that the organization uses to manage payables.

Table 4.6: Cash Flow Management

Response	Number of Responses
Strongly Disagree	2
Disagree	5
Neutral	6
Agree	22
Strongly Agree	15

Graph 4.6: Cash Flow Management



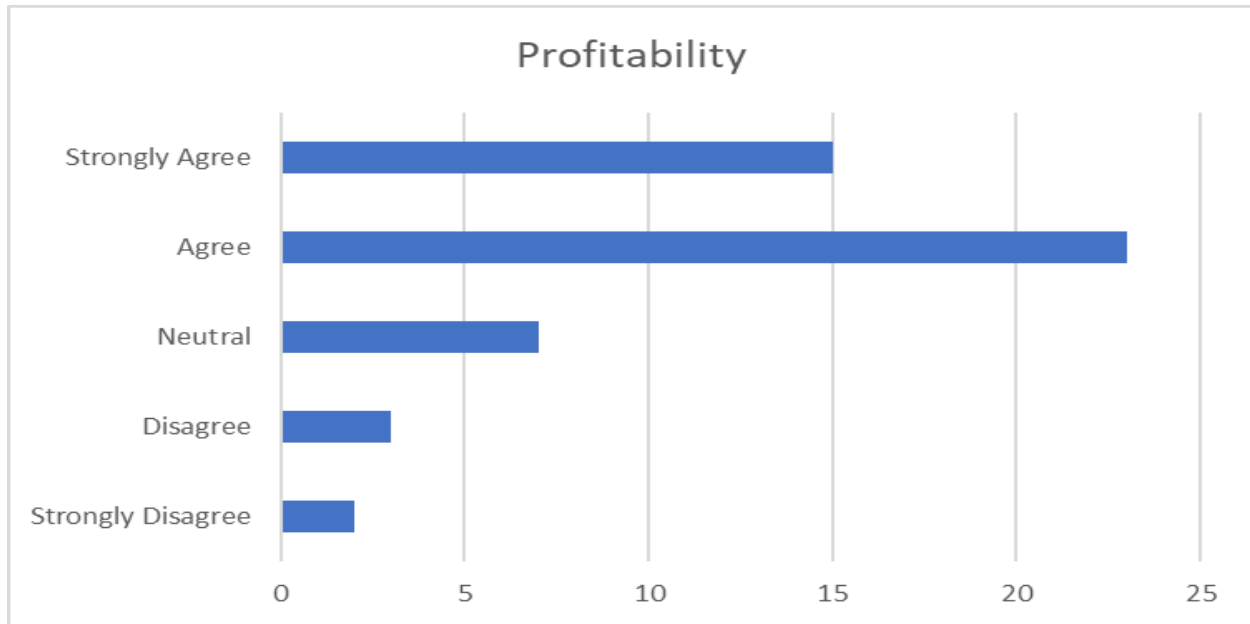
Interpretation:

There was a considerable majority of respondents (37), who were in agreement that effective administration of accounts payable has a favorable influence on the cash flow of the organization. Only seven of the respondents said that they did not agree with the statement that accounts payable methods are an essential component in enhancing cash flow management. The replies suggest that workers believe this to be the case.

Table 4.7: Profitability

Response	Number of Responses
Strongly Disagree	2
Disagree	3
Neutral	7
Agree	23
Strongly Agree	15

Graph 4.7: Profitability



Interpretation:

38 of the respondents were in agreement that the company's profitability is impacted by the presence of an effective accounts payable management system. A consensus has been reached that the capacity of the firm to successfully manage its payables has an influence on the profitability of the business. This significant positive reaction reflects this consensus. A very small number of people, five, did not agree with this viewpoint.

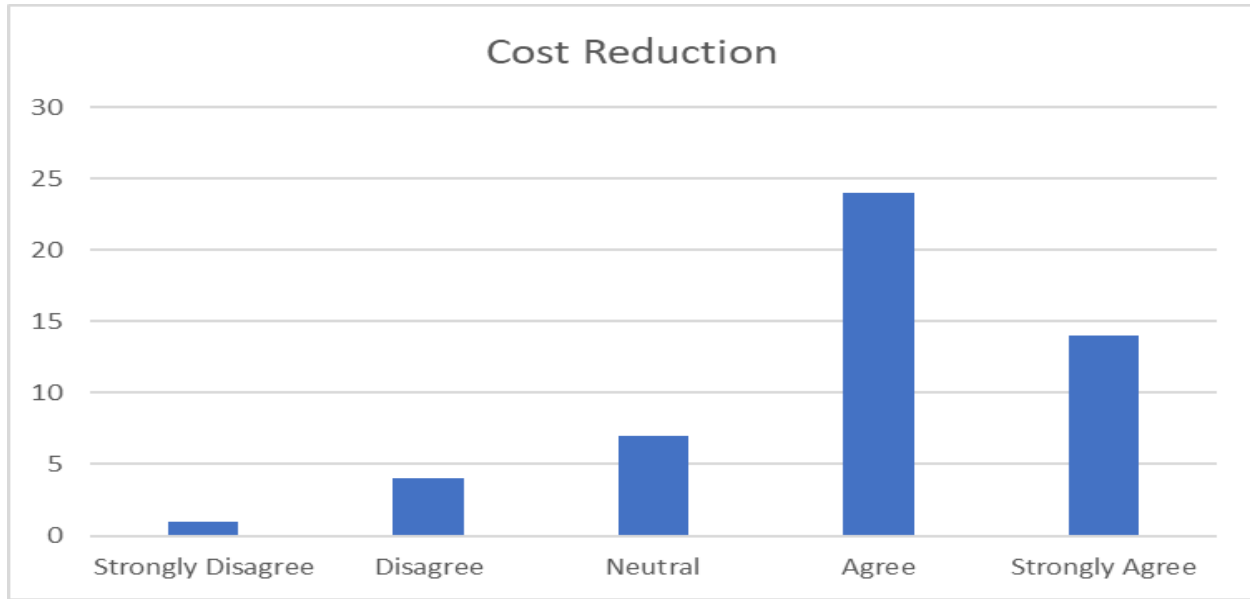
Table 4.8: Cost Reduction

Response	Number of Responses
Strongly Disagree	1
Disagree	4
Neutral	7
Agree	24

Response	Number of Responses
----------	---------------------

Strongly Agree	14
----------------	----

Graph 4.8: Cost Reduction



Interpretation:

There is a broad trust in the cost-saving effects of successful payables procedures, as evidenced by the fact that the majority of respondents (38), who agreed or strongly agreed, stated that the firm saves money on costs as a result of compelling accounts payable administration. The favorable consensus was supported by the fact that just five of the respondents held conflicting points of view when asked.

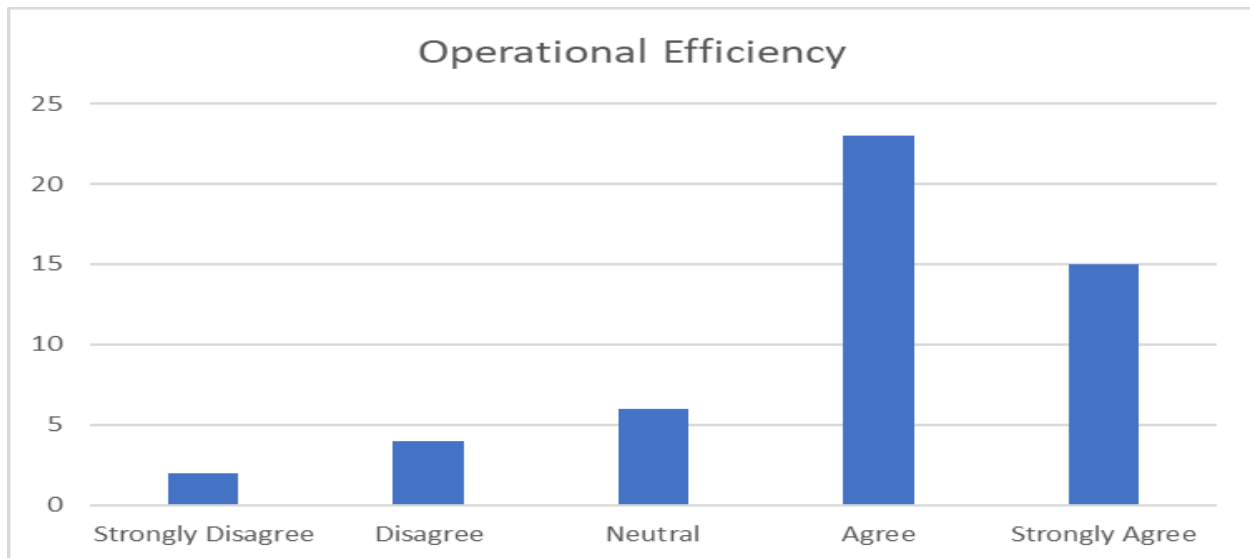
Table 4.9: Operational Efficiency

Response	Number of Responses
----------	---------------------

Strongly Disagree	2
-------------------	---

Response	Number of Responses
Disagree	4
Neutral	6
Agree	23
Strongly Agree	15

Graph 4.9: Operational Efficiency



Interpretation:

There is a strong sense that accounts payable procedures boost overall business operations, as evidenced by the fact that 38 respondents agreed that the efficiency of accounts payable has enhanced operational efficiency. There were a relatively small number of replies that were unfavorable, which suggests that this attitude is widely held among employees.

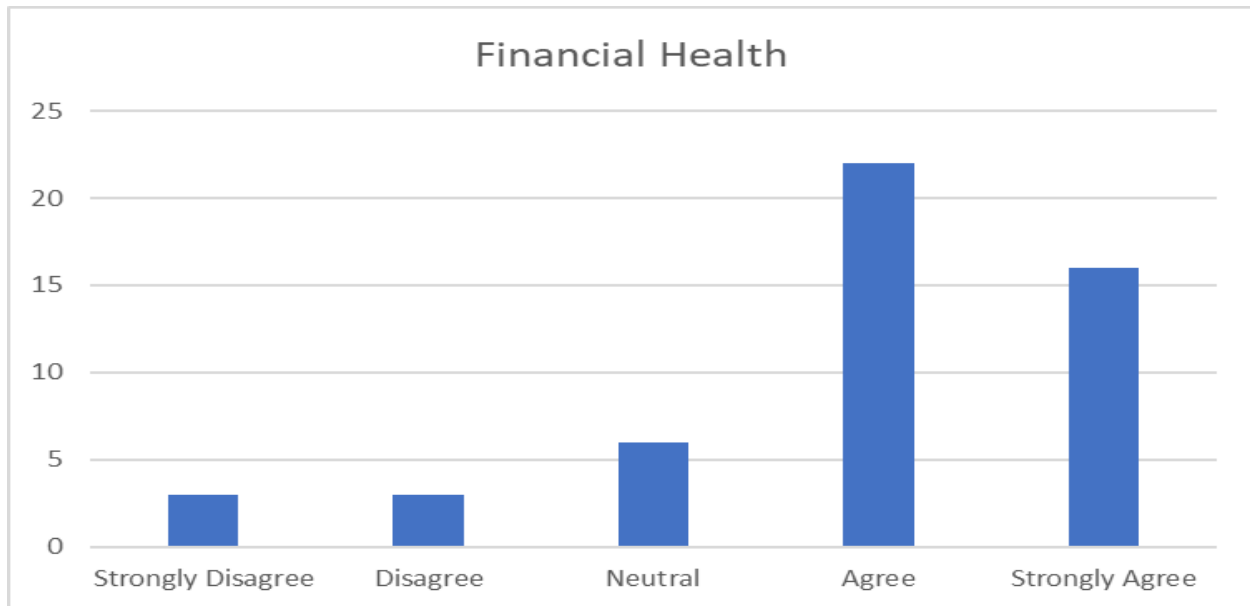
Table 4.10: Financial Health

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Response	Number of Responses
Strongly Disagree	3
Disagree	3
Neutral	6
Agree	22
Strongly Agree	16

Graph 4.10: Financial Health



Interpretation:

Accounts payable management is essential to the company's capacity to maintain its financial stability, according to the majority of respondents (38), who either agreed or strongly agreed with this statement. This high level of agreement is characterized by a widespread belief in the role that payables management plays in ensuring the financial well-being of the organization, with a very small number of respondents expressing disagreement with this assertion.

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4.3 Summary

The findings of the accounts payable management questionnaire for the chose vehicle manufacturing organizations in Dubai are detailed in the ensuing section. The poll's questions examined many accounts payable subjects, like payment punctuality, supplier relationships, and the impact of technology on operational efficiency. This section delineates the findings from an investigation of 50 laborers' responses and features the prevailing agreement regarding accounts payable management and its impact on financial outcomes. A comprehensive examination of the outcomes will be provided, featuring the key insights that elucidate the viability of the organizations' strategy.

5. Summary, Conclusions, and Recommendations

5.1 Introduction

This research has investigated the complex connection between accounts payable administration and the financial success of Dubai-based car manufacturers. The initial impetus for the research was a longing to learn what different sector financial outcomes may be meant for by better accounts payable administration. Data was gathered utilizing a quantitative method and a questionnaire that was conveyed to fifty specialists from five unique companies. The outcomes from the analysis of the questionnaire responses, the methodology, and the literature research were portrayed in the accompanying parts. The outcomes will be summarized, conclusions drawn, and practical suggestions for additional research and practices given in the following chapter.

5.2 Summary of the Results

The survey results give an exhaustive synopsis of the perspectives held by laborers concerning accounts payable management in the picked car manufacturing companies. With the utilization of 10 Likert-scale questions, the survey set off on a mission to evaluate various aspects of accounts payable procedures and what they meant for financial outcomes. Employees appeared to agree, overall, that their employers' accounts payable tactics are working.

Importantly, 72 percent of people who took the survey either agreed or strongly agreed that their companies had a background marked by paying bills on schedule. This opinion indicates a management style that works, as it improves the firms' standing in the industry and helps them construct strong binds with their suppliers. Paying bills on time features the importance of reliable operations and managing cash flow, which are crucial for a company's long-term success.

Accounts payable management has a beneficial impact on supplier connections, according to 72% of laborers, who also gave great feedback on supplier relationships. Stronger partnerships are shaped when confidence and believability are worked among suppliers through the capacity to fulfill payment time constraints. The importance of accounts payable procedures in encouraging

long-term relationships with suppliers, which may lead to improved terms and administrations, is highlighted by this disclosure, which highlights the mutual advantages of these processes.

Nearly 70% of people who took the survey said that their company takes advantage of limits for early payments. Based on these outcomes, it seems like the companies are working really hard of controlling their payables and are also attempting to maximize their cash flow by making smart financial decisions. The proactive steps taken by these organizations to increase profitability are on full display when clients take advantage of limits, which may have a substantial impact on overall financial success.

The majority of respondents (72% to be exact) accept that their companies use payment terms management to increase cash flow via negotiating better terms. Organizations may improve their cash flow cycles and gain greater operational adaptability with the help of talented negotiators who can manage payment arrangements. The significance of accounts payable management strategy in achieving better financial positions for the participating organizations is featured by this revelation.

In terms of how their company utilizes technology, 70% of laborers said that it helps with accounts payable management. To an ever increasing extent, people are realizing that better money management is possible via the utilization of technology. Companies may help operational efficiency by utilizing automated systems and state of the art software to simplify accounts payment processes, cut down on mistakes, and increase overall responsiveness.

Since 74% of the individuals who took the survey accept that better cash flow is a consequence of successful management methods, this study further demonstrates the beneficial impact of accounts payable management on cash flow management. This unanimous agreement shows that staff individuals understand the importance of accounts payable procedures in preserving liquidity and financial stability, which is crucial for any company's long-term viability.

Concerning the relationship among profitability and accounts payable management, 76% of laborers agreed that the previous had an immediate impact on the latter. This further supports the notion that payables management has a major impact on operational performance and the bottom line when done well. Employees have a strong grasp of what their responsibilities in accounts

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payable mean for the organization's financial goals in general, since they have acknowledged this connection.

Lastly, the findings showed that a great many people think accounts payable management is important for reducing expenses; in fact, 76% of the people who took the survey agreed that their organizations save money when they utilize these methods. Organizations may maximize their cash flow, cut wasteful spending, and lift their bottom line with great payables management. Accounts payable is seen by laborers as something beyond a transactional activity; a strategic switch may drive financial efficiency and organizational success, according to this report.

To summarize, the study results show that the vast majority working in Dubai's automotive manufacturing industry have a decent impression of accounts payable administration. According to the outcomes, better supplier relationships, cash flow management, profitability, and operational efficiency are all greatly enhanced by accounts payable procedures. These findings lay the foundation for appreciating accounts payable management's worth in supporting bottom-line results.

5.3 Conclusions

This study's outcomes feature the significance of accounts payable management to the bottom lines of Dubai-based car manufacturers. Fifty employees from five distinct organizations finished up a very much structured questionnaire, and the findings show that the greater part of them have a decent impression of accounts payable in general. This aligns with the existing literature, which consistently emphasizes the job of viable accounts payable management in enhancing operational efficiency, cash flow, and overall financial performance.

The outcomes show that respondents strongly agree that payments ought to be made on schedule. The importance of opportune payment methods for cultivating positive relationships with suppliers and improving overall financial health, 72% of participants said that their organizations maintain regular payments. Several examinations in the literature have found that when companies pay their suppliers on schedule, it improves the company's reliability and constructs confidence among suppliers.

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Supplier connections are a consequence of productive accounts payable procedures; this finding loans confidence to the favorable attitude towards supplier relationships, since 72% of employees acknowledge their significance. Operating advantages may be achieved by the capacity to establish and maintain strong relationships with suppliers, which can bring about negotiated reductions and advantageous payment terms. This disclosure features the importance of accounts payable management and the dynamics of supplier relationships, which is the reason companies ought to prioritize payment solutions that work.

The outcomes show that with regards to limit chances, 68% of people think their company utilizes early payment limits. This finding is in line with the findings of Bagh et al. (2016), who showed that organizations may support their bottom line by taking advantage of sales. Firms may optimize cash flows and decrease operating expenses by effectively managing payables. Proactively managing accounts payable is a strategic advantage.

In addition, enterprises ought to participate in strategic financial planning because there is a strong faith in successful payment terms management (72% of laborers agree on favorable negotiations). Great payment conditions improve liquidity and financial health, consequently this makes sense. This relationship highlights the importance of negotiation abilities inside the accounts payable function and their contribution to overall organizational performance.

Accounts payable management made great utilization of technology, according to 70% of respondents. The outcomes are in line with those of Sedevich-Fons (2020), who observed that technology was the driving factor behind the dramatic improvement in operational efficiency. The increasing pattern of digitalisation in financial management practices may be found in the incorporation of technology solutions, which can speed procedures, limit mistakes, and increase responsiveness. This shows how important it is for organizations to upgrade their accounts payable processes by putting resources into technology.

One important subject that came up was managing cash flow. A large majority of respondents (74% to be exact) agreed that compelling accounts payable methods have a beneficial impact on cash flow. Kithinji et al. (2022) featured the need of proficient cash flow management for

operational sustainability, and our finding supports their study. Organizations may better weather financial tempests and take advantage of development chances assuming that they keep their cash on hand through careful and ideal payment management of payables.

A whopping 76% of laborers said that accounts payable administration helped their companies' bottom lines, indicating an exceptionally significant association between the two. Nam and Uchida (2019) found that powerful accounts payable methods have a beneficial impact on a company's profitability, which is supported by this finding. There has to be ongoing training and development in the field of payables management, as laborers are turning out to be more conscious of the immediate impact their responsibilities have on the performance of the organization.

In addition, there was a strong conviction in reducing expenses; 76% of people who took the survey agreed that productive accounts payable administration brings about savings. This outcome is in line with what Munene and Tibbs (2018) found, which demonstrated the way that improving accounts payable procedures can lead to financial gains. Accounts payable management is strategically important for organizations because it helps save costs and maximize operational efficiency, which thusly improves financial performance.

In conclusion, this study's outcomes shed light on the accounts payable management procedures and attitudes in Dubai's automotive manufacturing industry and support prior research in the field. Companies ought to take a strategic approach to accounts payable because of the great outcomes that come from paying on schedule, having great connections with suppliers, and utilizing technology. To improve financial performance and operational efficiency in a consistently changing sector, it is essential to dive deeper into these dynamics. To help organizations improve their accounts payable strategy and achieve long-term success, this study lays the preparation for future research in the field.

5.4 Recommendations

The outcomes and interpretations of this study allow for the formulation of several suggestions to improve accounts payable management procedures in Dubai-based automotive manufacturing

companies. The goals of these suggestions are to enhance financial performance, sustain attaches with suppliers, and make the a large portion of technology advances.

Companies could contemplate making an investment in sophisticated technology solutions to improve their accounts payable operations considerably further. Decrease human mistakes, increase efficiency, and improve responsiveness by involving automated systems for processing invoices, payment approvals, and reporting. Organizations may improve efficiency and make better financial decisions with the help of software that tracks and manages payables in real-time.

Companies ought to give accounts payable managers top priority with regards to training and development programs. Organizations may enable their teams to handle payables all the more productively by providing them with training on prescribed procedures, negotiating abilities, and technology utilization. Improving individual performance and the organization's bottom line are two outcomes of continuous professional development.

Organizations ought to take the initiative to develop stronger supplier connections. Success for all parties is possible via consistent dialog, productive negotiations, and the pursuit of joint endeavor possibilities. By shaping lasting alliances, organizations may support operational efficiency and cut costs while gaining competitive advantages like lower prices, greater assistance, and access to special deals.

Organizations ought to really look at their payment policies on a regular basis to make sure they actually make sense and are in line with industry standards and their financial plan. To maximize cash flow and take advantage of early payment reductions, organizations ought to evaluate and update their payment terms. Companies may keep their relationships with their suppliers strong and competitive by conducting reviews on a regular basis and responding rapidly to changing market conditions.

To gauge the efficacy of accounts payable procedures, organizations ought to set up key performance indicators (KPIs) that middle on things like convenient payments, utilization of limits, and monitoring of cash flow. Organizations may get valuable knowledge into their accounts payable processes, find places for improvement, and gauge the impact of practice changes by

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monitoring these KPIs. The financial staff will be considered more accountable assuming these KPIs are reported regularly.

Organizations ought to plan their finances strategically. Utilizing this method, organizations will actually want to coordinate their payment plans with their anticipated cash flows and long-term financial goals. Accounting for payments in a more strategic light allows organizations to maximize working capital, improve liquidity, and put themselves in a position for development possibilities.

Teams in operations, procurement, and finance generally need to cooperate for accounts payable management to be powerful. To guarantee a comprehensive approach to handling payables, organizations ought to encourage collaboration across departments. Over the long haul, this partnership will help improve financial performance by improving communication, streamlining procedures, and enabling better decision-making on payment plans.

To keep up with the latest patterns and best practices in accounts payable administration, organizations may consider conducting more research around here. Research conducted in conjunction with academic institutions or business groups can reveal insight into how strategy and technology are developing over the long haul. Companies may stay ahead of the competition and adjust to the consistently changing universe of financial management in the event that they dedicate themselves to continuous study.

At the day's end, these suggestions provide practical ways for Dubai-based car manufacturers to improve their accounts payable administration. Financial performance, operational efficiency, and overall success may be enhanced when organizations prioritize technology investment, training, supplier partnerships, policy reviews, performance measures, strategic planning, interdepartmental collaboration, in addition to research. By putting these suggestions right into it, organizations will be more ready to face market competition head-on and achieve long-term success.

5.5 Implementation Procedures

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A methodical approach is expected to guarantee the successful execution of the recommended strategies for the deployment of improved accounts payable management procedures inside Dubai-based vehicle manufacturing enterprises. An exhaustive evaluation of the organization's present accounts payable procedures is the most important phase in this process. Examining current processes, technology, and employee abilities is all part of this evaluation. Companies may pick where to focus their endeavors for the most impact by taking load of the present framework's assets and shortcomings.

Organizations ought to formulate a long-term strategy portraying the particular steps to improve accounts payable management when the evaluation is done. Remembered for this plan ought to be a bunch of goals, a timetable, a distribution of assets, and a way to measure progress towards those goals. An exhaustive and goal-aligned plan is the consequence of incorporate appropriate stakeholders from operations, procurement, and finance in the planning process. Implementation goes all the more easily when all departments are on board, which is achieved through this collaborative approach.

The accompanying step is to pick and install the right technology solutions to back up the accounts payable operations. Organizations ought to take a gander at software solutions that automate tasks, optimize invoicing, and track payments all the more successfully. If a company wants to be certain a framework will work for them, it has to get its work done and give it a shot first. Staff training on the new technology's features is also essential for a seamless rollout. Employees' familiarity with the framework will aid in decreasing interruptions and increasing productivity all in all.

Putting resources into training and capacity-building activities for staff working in accounts payable administration is crucial for organizations to implement new practices and technology successfully. The main things to cover in this training are the manner by which to use technology actually, how to negotiate, and how to keep great relationships with suppliers. To maintain employee engagement and competency over the long term, it is crucial to provide ongoing assistance and boost training. Employees will actually want to confidently and successfully traverse the new procedures with the help of these endeavors, which will empower them.

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Organizations ought to set up performance monitoring apparatuses to keep tabs on how well the new processes are doing in comparison to the key performance indicators. To find patterns, evaluate the efficacy of new methods, and make educated decisions for ongoing improvement, organizations ought to report and analyze accounts payable performance data on a regular basis. All teams stay focused on their goals because this monitoring approach incorporates feedback loops that promote accountability, help departments communicate with one another, and keep everyone on the same page.

Last yet not least, organizations ought to have a growth outlook by regularly assessing how well new policies are functioning. Gathering employee input, analyzing performance data, and pinpointing improvement areas ought to all be part of this review. Organizations may keep up with the latest developments and fulfill their own needs in accounts payable management by being adaptable and accepting of change. The enterprises are set up for continued success in a competitive market thanks to this proactive strategy, which leads to sustained financial performance and operational greatness.

In conclusion, a systematic method is necessary to improve accounts payable management processes via evaluating present procedures, creating a plan, deploying technology, educating employees, monitoring their progress, and encouraging a growth outlook. Automobile manufacturing companies in Dubai may improve their accounts payable processes and obtain the outcomes they want by following these steps.

5.6 Expected Results

The car manufacturing companies in Dubai stand to gain a great deal in terms of the two operations and finances in the event that they adopt better methods of accounts payable administration. Improvements in cash flow management are among the main outcomes that ought to be achieved. Automation and better procedures may streamline accounts payable operations, allowing organizations to limit payment processing times and lift liquidity. Better cash flow management allows organizations to put resources into growth prospects, react rapidly to changes in the market, and allocate assets all the more proficiently.

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The improvement of binds with suppliers is another anticipated outcome. Companies are probably going to develop stronger relationships with their suppliers assuming that they take an active job in communicating and engaging with them. Greater help, better pricing, and improved terms are all possible outcomes of fortified attaches with suppliers. In today's fast-paced business world, a more hearty supply chain may be achieved by organizations cultivating trust and collaboration. Supporting operational efficiency and overall financial performance, this enhancement is a mutual benefit.

Decisions are anticipated to be made with more knowledge with the utilization of performance measures and continuous monitoring systems. Organizations can see patterns, shortcomings, and take quick action to fix them by regularly reviewing key performance metrics pertaining to accounts payable. The financial team's responsibility will certainly rise thanks to this data-driven management style, which will also encourage a growth mentality. This ought to lead to a general uptick in operational efficiency and financial success for organizations, helping them achieve their long-term goals.

Finally, it is anticipated that increased employee engagement and productivity would result from the dedication to capacity-building and training endeavors. Laborers' feeling of agency will develop in tandem with their competence in accounts payable administration. Staff retention and happiness in the workplace can be enhanced via increased competence in the utilization of present day procedures and technology. Better financial outcomes, including increased operational efficiency, ought to be driven by this great workplace, which ought to contribute to long-term sustainable development and profitability for the organizations.

In conclusion, better cash flow management, stronger connections with suppliers, data-driven decisions, and more employee contribution are all anticipated outcomes of improved accounts payable management procedures. Taken all in all, these outcomes could greatly improve the operational efficiency and financial performance of Dubai-based car manufacturing companies.

5.7 Limitations

There are characteristic restricts that may impact the conclusions of the research and future procedures, yet it is accepted that vehicle manufacturing enterprises in Dubai would reap major benefits from implementing upgraded accounts payable management methods. The wide variety of current financial management systems utilized by various companies is a major drawback. The consistency of the execution and the comparability of outcomes may be affected by each firm's own workflows, procedures, and technology. This variety could make it hard to standardize procedures vast, which would lessen the efficacy of the proposed adjustments.

Employees' possible reluctance to adapt is another obstacle. A few laborers could be reluctant to embrace new procedures and technology, even after training and capacity-building endeavors. Organizational resistance to change is prevalent, especially among laborers who have become used to the status quo. Suboptimal performance and reduced efficacy of the applied solutions could result from this hesitation, which can impede the successful implementation of improved accounts payable procedures. Persistent encouragement, productive methods of managing change, and explicit explanations of the advantages of the new procedures will all be necessary to conquer this reluctance.

Besides, the research design and methods may impose limitations on the study. Restricted applicability to different sectors or regions may result from the study's selective emphasis on vehicle manufacturing companies in Dubai. Regulatory mandates, supply chain dynamics, and market circumstances are all examples of industry-specific factors that probably won't apply in different settings. The impact of accounts payable management strategies across various organizations may be better perceived assuming future examinations broadened the scope to incorporate different locations and sectors.

Lastly, it very well may be challenging to gauge the alterations' long-term impacts. Although it very well might be possible to measure immediate gains in supplier relationships, operational efficiency, and cash flow management, it may require some investment for the long-term advantages to become apparent. The long-term viability of enhancements can be affected by

variables including economic ups and downs, competitiveness in the market, and changing industry standards. To determine the long-term impact of improved accounts payable management processes, it is advised to conduct ongoing evaluations and follow-up examinations.

Finally, it is important to perceive the cutoff points associated with existing framework variability, employee resistance to change, study scope, and long-term assessment issues, despite the fact that the prospective improvements in accounts payable management procedures provide potential advantages. Improving financial performance and operational efficiency over the long haul will require further study, exertion, and strategic changes in practice to defeat these restrictions.

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7. Appendix

Appendix A: Questionnaire

Section 1: General

1. Timeliness of Payments:

The company's accounts payable are generally paid on time.

- 1 – Strongly Disagree
- 2 – Disagree
- 3 – Neutral
- 4 – Agree
- 5 – Strongly Agree

2. Supplier Relationship:

Effective accounts payable management has strengthened our relationships with suppliers.

- 1 – Strongly Disagree
- 2 – Disagree
- 3 – Neutral
- 4 – Agree
- 5 – Strongly Agree

3. Discount Opportunities:

The company regularly takes advantage of early payment discounts offered by suppliers.

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- 1 – Strongly Disagree
- 2 – Disagree
- 3 – Neutral
- 4 – Agree
- 5 – Strongly Agree

4. Payment Terms Management:

The company effectively negotiates payment terms with suppliers to optimize cash flow.

- 1 – Strongly Disagree
- 2 – Disagree
- 3 – Neutral
- 4 – Agree
- 5 – Strongly Agree

5. Use of Technology:

The company uses technology (e.g., automated systems) to manage accounts payable processes efficiently.

- 1 – Strongly Disagree
- 2 – Disagree
- 3 – Neutral
- 4 – Agree
- 5 – Strongly Agree

Section 2: Impact on Financial Performance

6. Cash Flow Management:

Efficient management of accounts payable positively impacts the company's cash flow.

- 1 – Strongly Disagree
- 2 – Disagree
- 3 – Neutral
- 4 – Agree
- 5 – Strongly Agree

7. Profitability:

The way accounts payable is managed contributes to the company's profitability.

- 1 – Strongly Disagree
- 2 – Disagree
- 3 – Neutral
- 4 – Agree
- 5 – Strongly Agree

8. Cost Reduction:

The company saves on costs due to effective accounts payable practices.

- 1 – Strongly Disagree
- 2 – Disagree

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- 3 – Neutral
- 4 – Agree
- 5 – Strongly Agree

9. Operational Efficiency:

Efficient accounts payable processes have enhanced the company's overall operational efficiency.

- 1 – Strongly Disagree
- 2 – Disagree
- 3 – Neutral
- 4 – Agree
- 5 – Strongly Agree

10. Financial Health:

Accounts payable management is critical to maintaining the company's financial stability.

- 1 – Strongly Disagree
- 2 – Disagree
- 3 – Neutral
- 4 – Agree
- 5 – Strongly Agree

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**To Analyse The Effectiveness Of Team Building In Increasing
Employee Performance Within The Uae Private Sector**

By

Michael Sejean

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Abstract

This research study aims to explore whether or not teambuilding activities improve the performance of employees in private sector companies in the United Arab Emirates (UAE), and to identify the demographics of employees who benefit most from teambuilding activities. The study utilizes qualitative research methodology. More than 350 employees working in the UAE answered the online survey.

The findings of the study suggest that there is a strong link for all employees between participating in team building activities and improving their performance at work. Three main types of teambuilding are considered by respondents to be the most beneficial: outdoor adventure challenge, social activity, facilitator led workshop. The main factors for teambuilding contributing to improved performance are due to increased trust and collaboration, improved communication and increased employee engagement.

The study highlights the need for organisations to invest in teambuilding activities which focus on building trust and collaboration, improving communication and encouraging greater employee engagement. Where investment is limited organisations could consider targeting teambuilding activities to the employee groups who will benefit the most, considering ages, length of service and designation within the organization.

This research contributes to the growing body of literature on activities that can be utilized to increase employee performance and provides insights into the specific context of the private sector in the UAE. The findings of this study can inform the development of strategies for effective teams development in the UAE and other geographies.

Keywords: Teambuilding activities, employee performance, private sector, UAE, collaboration, communication, employee engagement, qualitative research.

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1. Introduction

1.1 Problem Statement

The private sector in the United Arab Emirates (UAE) employs almost 6 million people including just under 10% UAE nationals and the remainder expatriates. The temporary nature of the workforce can lead organisations to limit investment in employee development and pay less attention to team building activities due to the cost and time involved. To understand if the investment is required, it is necessary to examine if there is a connection between employees participating in team building activities and improving their performance at work.

1.2 Purpose of the Study

The purpose of this study is to gain an understanding of the extent to which team building actually improves employee performance, and if so, which employees benefit the most.

Specifically, the research seeks to answer the following questions:

- To investigate which (if any) team building activities have a positive impact on employee performance
- To identify which type of employee is most likely to be increase their performance as a result of a team building activity

1.3 Trigger and Methodology

Trigger: My own experience of teambuilding activities with my current employer.

Methodology: This research will utilize a qualitative approach with working professionals in the UAE. The research will focus on understanding if employees consider that working effectively with others is important in their job and go on to examine if participating in team building activities has and/or will increase employee performance at work. Furthermore, the research will explore which types of team building activities are most beneficial, and which demographic of employees benefits the most.

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1.4 Importance of the topic

Private sector organisations are focused on maximizing profits which involves increasing revenues and minimizing costs. Expenditure on employees such as training is a cost to an organization and needs to be seen as an investment if it ultimately positively impacts the bottom line. By examining the connection between team building and work performance, organisations can be better informed about the value of the expenditure on team building activities.

1.5 Definition of Terms

Private Sector: segment of the economy owned, controlled and managed by private individuals and enterprises

Team building: an organized activity funded by the organization involving 3 or more employees from the same organisation

Performance: how well the employee contributes to the goals of the organization

Workforce: the people engaged in or available for work

UAE: United Arab Emirates; a federation of seven emirates located in the southeastern Arabian Peninsula on the Persian Gulf.

1.5 Assumptions and Limitations of the Study

Assumptions:

- Employees, in the UAE are willing to participate in research about teambuilding
- Respondents have an understanding of team building
- That respondents will be willing to be honest about their own performance

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- That private sector organisations in the UAE are willing to consider investing in teambuilding if the survey results indicate this has a positive impact on employee performance

Limitations:

- Responses will be based on what individuals understand of team building without too much explanation offered as part of the survey
- Private sector will be considered as a whole without consideration to specific sectors

2. Literature Review

2.1 Introduction

This literature review examines the factors that impact employee performance in the workplace to determine if team building activities have a positive effect.

1. Effect of Teamwork on Employee Performance in High-Tech Engineering SMEs of Pakistan: A Moderating Role of Supervisor Support

(Adil & Hamid, 2020) The purpose of this study was to examine the effect of teamwork on employee performance, along with how supervisor support moderates the relationship between teamwork and employee performance. The study used a survey with 273 responses from the high-tech engineering sector of Pakistan. The results show that teamwork has a significant effect on employee performance and that indeed supervisor support does moderate the positive relationship between teamwork and employee performance such that an increase in supervisor support strengthens the positive relationship between teamwork and employee performance. Further research in this area could test if other conditions positively or negatively impacted the relationship between teamwork and employee performance.

2. Teamwork and employee job satisfaction in benue investment and property company, makurdi, benue state

(Nora, 2024) The purpose of the study was to ascertain the impact of team trust and communication on employee satisfaction. A survey was used to collect responses from 118 employees and the results showed that there is a clear relationship between trust and communication and the satisfaction employees have. The study went on to recommend that teamwork should be viewed as an operational strategy by organisations.

3. Relationship between Perceived Teamwork Effectiveness and Team Performance in Banking Sector of Serbia

(Berber, Slavi, & Aleksi, 2020) The purpose of this study was to investigate which factors of teamwork effectiveness have a positive relationship with teamwork performance and the sustainability of teams in the future. A survey was answered by 401 banking employees in Serbia. The results showed that factors such as innovative behaviour of the team members, the quality of teamwork, and teamwork synergy all have positive relations to performance. Further studies could look to increase the number of respondents from different sectors.

4. Team building and teamwork in organizations: implications to managers and employees in work places

(OBIEKWE, MOBOLADE, & AKINADE, 2021) The purpose of this paper was to examine, through a substantial literature review from the past thirty years, the impact of teambuilding and teamwork in organisations and their implications to managers and employees. The paper concluded that team building promotes effective collaboration of all team members, and also make organizations better places of work. Additionally, the sustainability of the benefits gained from team building depends on the level of support given by management, team member's commitment, and quality of the team leader.

5. The effect of teamwork on employee productivity

(Oteshova, Niyazbayeva, Prodanova, Sabirova, & Zayed, 2021) The purpose of this study was to examine the impact of teamwork on the results of a bank (Bank X in Lebanon). One hundred respondents answered a survey which found that teamwork correlated well with Bank X's success by optimizing the efficiency of workers. For the sake of reliable findings and empirical confirmation of the theory, it is strongly recommended that future work be carried out by a significant number of banks in the Lebanese Banking sector other than Bank X.

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6. The Impact of Leadership, Teamwork and Employee Engagement on Employee Performances

(Mughal, 2020) The purpose of this study was to investigate the impact of employee engagement on employee performance. A survey questionnaire was developed and simple random sampling was used to gather the data from 190 employees of lower managerial level and middle managerial level from an organisation. The study found that variables such as working environment, leadership and peer support all had positive impact on employee engagement, with a positive relationship between engagement and performance. Further research could focus on different organisations.

7. Factors that influence employee performance

(Nguyen, Yandi, & Mahaputra, 2020) This literature review examined if there was a relationship between 7 variables and employee performance: motivation, leadership, work environment, organizational culture, work achievement, competence and compensation. All factors were found to influence performance. Further research could focus on other factors and their influence on employee performance.

8. The Effect of Motivation on Employee Performance

(Kuswati, 2020) The purpose of this study was to prove that motivational factors have an influence on employee performance, noting that the decline in employee performance was a result of the lack of motivation. A survey was conducted which 103 government officials responded to. The research results show that motivation is empirically proven to have a strong and positive influence on employee performance.

9. Effect of Motivation, Leadership, and Organizational Culture on Satisfaction and Employee Performance

(Paais & Pattiruhu, 2020) The purpose of this study was to examine the effect of motivation, leadership, and organizational culture on job satisfaction, and employee performance at Wahana Resources Ltd North Seram District, Indonesia. The study used a survey questionnaire which 155 employees responded to. The results showed that work motivation and organizational culture had a positive and significant effect on performance, but did not significantly influence employee job satisfaction. Future research could be expanded to other organisations.

2.2 Factors impacting employee performance

Whilst working environment, the type of work, and quality of leadership all impact employee performance, it is also interesting to note that support from colleagues can be a key factor in how engaged employees are with their work, resulting in how well they perform. Motivation is also a key factor in improving employee performance and several aspects of teamwork are connected with motivating employees. The quality of teamwork, how well those employees work together, communicate and enjoy each other's company, are all aspects that contribute to performance.

2.3 How team building can improve employee performance

There is much written on the theory of teams and how teams evolve through stages from forming to performing. Purposeful activities, labelled teambuilding, can speed up the stages so that teams reach high performance quicker because team building can positive impact the factors that drive teamwork such as good communication, trust, and collaboration.

2.4 Implications for organisations in the private sector in the UAE

The UAE has been considered to have a temporary workforce due to the nature of its expat population and this can lead some organisations to pay less attention to development of people and teams which could have a negative impact on the performance of individuals in those

organisations. It is worth private sector companies in the UAE considering if the investment in teambuilding could positively impact the bottom line through enhanced employee performance.

2.5 Conclusion

The literature has provided some clear indicators of the relationship between several factors and increased employee performance. Certainly, teamwork has a role to play in this and teambuilding can positively influence how well teams work together. It will be interesting to see from the study how many employees believe that their performance has improved as a result of a teambuilding activity.

3. Methodology

3.1 Introduction

The private sector in the UAE has a rich composition of locally “home grown” organisations and branches of multi-national organisations. This research aims to understand the extent to which employees working in the private sector in the UAE believe that participating in team building activities improves their work performance.

3.2 Hypothesis

H1 – Effective team work is important for organisations in achieving their organizational goals

H2 – Employees are likely to enjoy participating in team building activities with their colleagues

H3 – Team building activities can improve communication and trust between teams which can then improve individual employee performance

H4 – Certain demographics of employees are more likely to benefit than others

3.3 Research Objectives

1. To determine if employees consider effective working with others to be important to their role
2. To determine if there is a link between an employee attending a team building activity and improving their work performance
3. To determine which team building activities are most likely to impact employee performance
4. To identify types of employees most likely to benefit in terms of improve performance from attending team building activities

3.4 Research Design and Procedures

1. Design

This research employed a quantitative survey methodology. The online survey was distributed to working professionals in the UAE and included questions that are designed to measure the opinions held by different types of employees on the value of teamwork, the connection between team building activities and improved performance at work.

2. Procedure

1. Developing survey questions: The survey includes closed-ended designed to gauge respondents' knowledge, attitudes, and practices regarding team building
2. Recruiting participants: reaching out to potential participants from professional groups and other online forums in the UAE
3. Administering survey: The survey was administered through an online platform. Participants received an email invitation to complete the survey, as well as a link to the survey.
4. Data collection and analysis: After the survey completion, the data was collected and analyzed using appropriate statistical methods.
5. Reporting Results: The results of the survey are reported in a report summarizing the findings. Several demographic questions were asked for respondents so that they results are reported as a whole and for questions by demographic group (eg length of service, age).

3. Population and Sample

Population: The study targets individuals living and working in the UAE. Participants were recruited through online platforms, such as social media and email lists, and the survey was accessible through a web link (Google Form).

Sample: The sampling strategy ensures diversity in the sample, including individuals from different nationalities, ethnicities, religions, and socio-economic backgrounds, with likelihood, based on the groups targeted, that majority of responses would be from employees in the private sector.

4. Instrumentation

The survey used closed-ended questions with room for additional comments if respondents chose to do so. Closed-ended questions are used to collect quantitative data on the connection between team building and work performance, while the option for additional comments were used to provide deeper insights into participants' perceptions and experiences of team building activities. The survey is designed to ensure that the questions are valid, reliable, and measure the intended constructs accurately.

5. Data Analysis Procedures

Data visualization techniques such as bar charts and pie charts were used to visually represent the data and highlight key findings. This helps to communicate the results of the analysis more effectively to different audiences.

6. Limitations

Although an online survey can provide valuable insights into opinions on the connection between team building and employee performance, there are some limitations and weaknesses associated with this method of data collection that need to be considered.

Sampling Bias: To reduce the risk of sampling bias, a combination of random and purposive sampling techniques was used. The survey was distributed randomly to individuals from different regions, and backgrounds in the UAE.

Non-Response Bias: Follow-up reminders were conducted to encourage individuals who had not yet responded to complete the survey.

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Social Desirability Bias: A mix of closed-ended and freedom to add comments was included to help mitigate the risk of social desirability bias. Also, emphasized the importance of providing honest and accurate responses to the survey.

3.5 Summary

This research aims to gain a deeper understanding of the connection for employees between their participation in team building activities and their performance at work. The study will provide insights that can inform policies and practices aimed at ensuring investment in employee development such as team building is targeted to impact the organization positively.

4. Results

4.1 Introduction

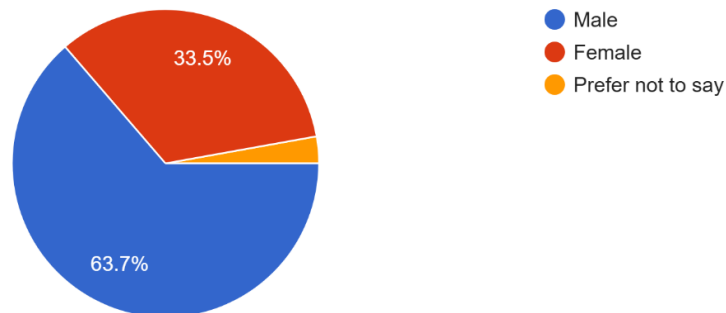
The United Arab Emirates (UAE) is a diverse and multicultural society, with a significant expatriate population and a rich history of trade and cultural exchange. Investment in employee and teams development can vary from one company to another, with many in the private sector believing that with a temporary workforce there is little benefit in focusing on development activities. To better understand if private sector organisations would get value from investing in development through teambuilding activities, this research study conducted an online survey of random participants from various demographic groups, with the majority from the private sector. The survey included questions about participants' experiences of teambuilding and perceptions of the impact such activities had or would have on their performance at work. More than 350 employees responded to the survey.

4.2 Data Analysis and Interpretation

Demographic information of respondents

Identifying respondents by different demographics will enable the results to be reviewed if there are any significant differences between how each demographic group answers the survey.

Gender
355 responses

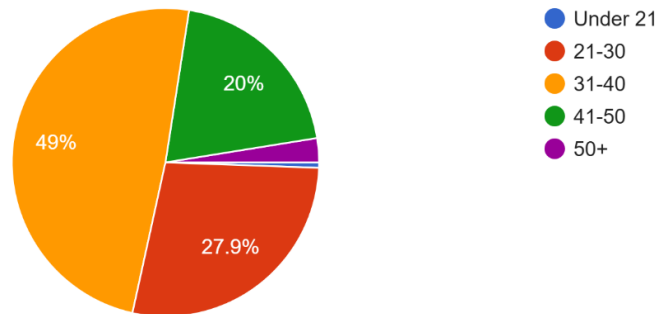


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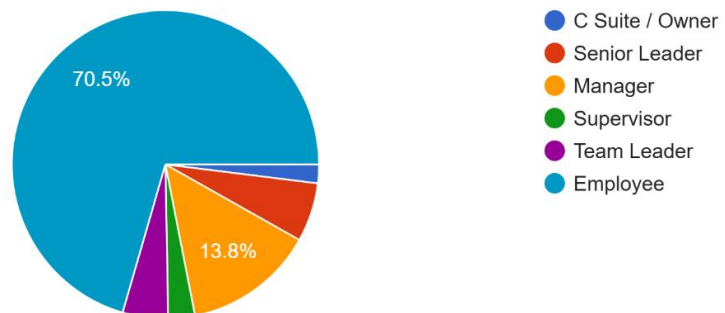
Age

355 responses



Designation

356 responses

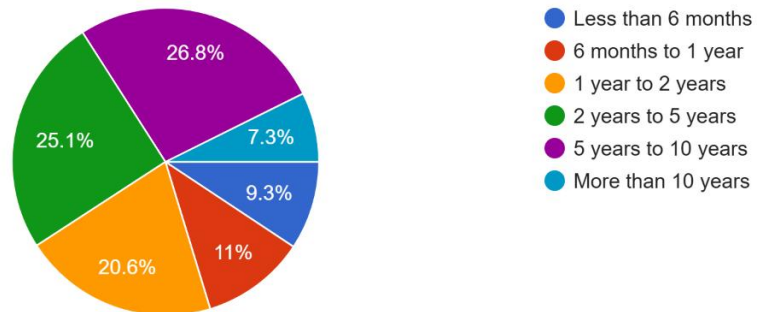


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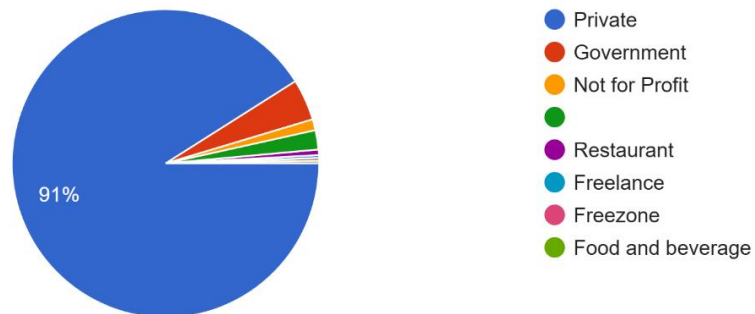
Length of service at current employer

355 responses



Sector

346 responses

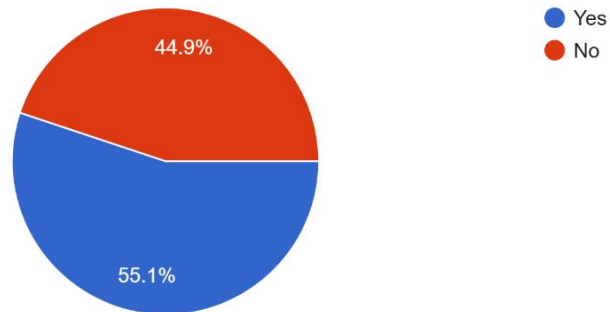


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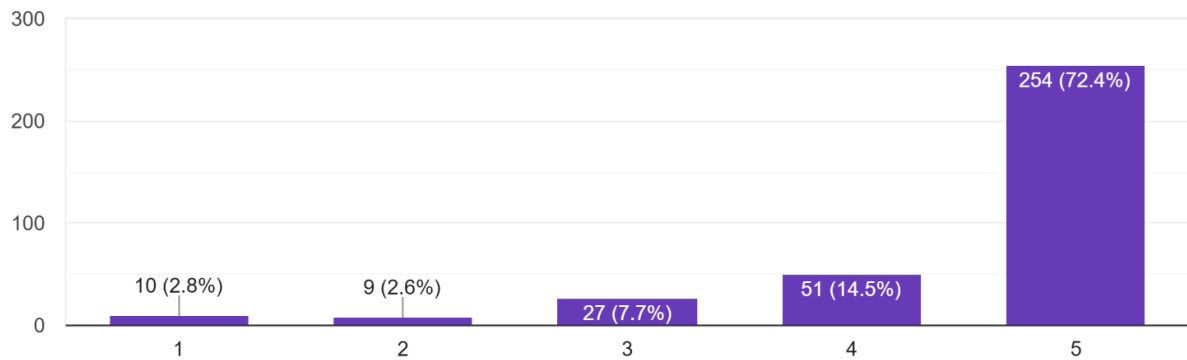
In your role, do you deal directly with external customers?

352 responses



In your role, how important is it that you work effectively with other team members?

351 responses



1 2 3 4 5

Not important at all ☐ ☐ ☐ ☐ ☐ Crucial

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With an overall average score of 4.51 (90%), and more than 70% of respondents answering that this is crucial, there is very strong feeling that respondents consider it important that they work effectively with other team members. This would indicate that if team building activities are found to have a positive impact on performance, they should be given serious consideration by employers.

Reviewing this by demographic, this is more important for female employees with an average score of 4.64 for this question.

Scoring slightly higher by age group were the 21-30 year olds with an average of 4.59.

All C Suite respondents consider it crucial that they work effectively with other team members, with an average score of 5. Other senior leaders also score high with an average of 4.86 whilst team leaders have the lowest average score of 4.29 indicating that they consider it less important than the overall to work effectively with others.

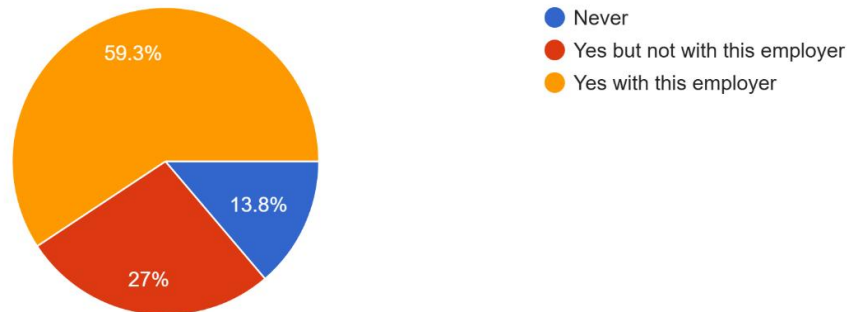
Length of service doesn't greatly impact the sentiment of this question, with employees with less than 6 months' service (4.64) and employees with 2-5 years service (4.65) scoring virtually the same.

Government employees responded most positively to this question with an average score of 5, whilst not for profit employees scored lowest at 3.5. Average for private sector is 4.5.

In considering whether or not these employees work directly with external customers, those that do have a higher positive response of 4.64 than those that don't at 4.35.

Have you participated in a team building activity

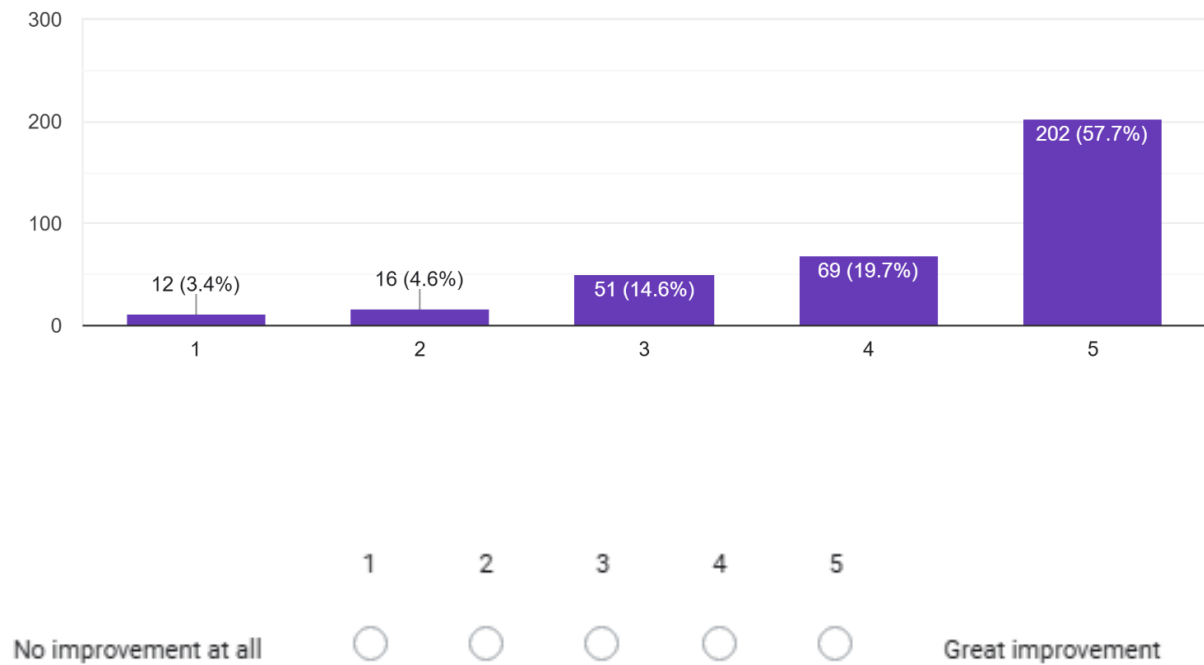
356 responses



It is encouraging to see that almost 85% of respondents have participated in a team building activity so that they can draw on their own experience when answering the survey questions.

To what extent do you believe that the team building activity increased your work performance?

350 responses



With an overall average score of 4.24 (84.8%), there is very strong feeling that respondents consider that the team building activity they participated in had a positive impact on their work performance.

By demographic group, this is slightly higher for male employees with an average of 4.29.

The 21-30 year olds continued to rate this slightly higher than the other age groups with an average of 4.33, and the 50+ year olds lower at just 4. Indicating, that whilst not terribly significant, it is likely that the youngest in the workforce will benefit the most from the teambuilding activities.

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Here the C Suite respondents scored the low with an average of 4, which was matched by the team leaders. The lowest scoring group, however, were the other senior leaders with an average of just 3.86. The highest scoring group were supervisors at 4.44.

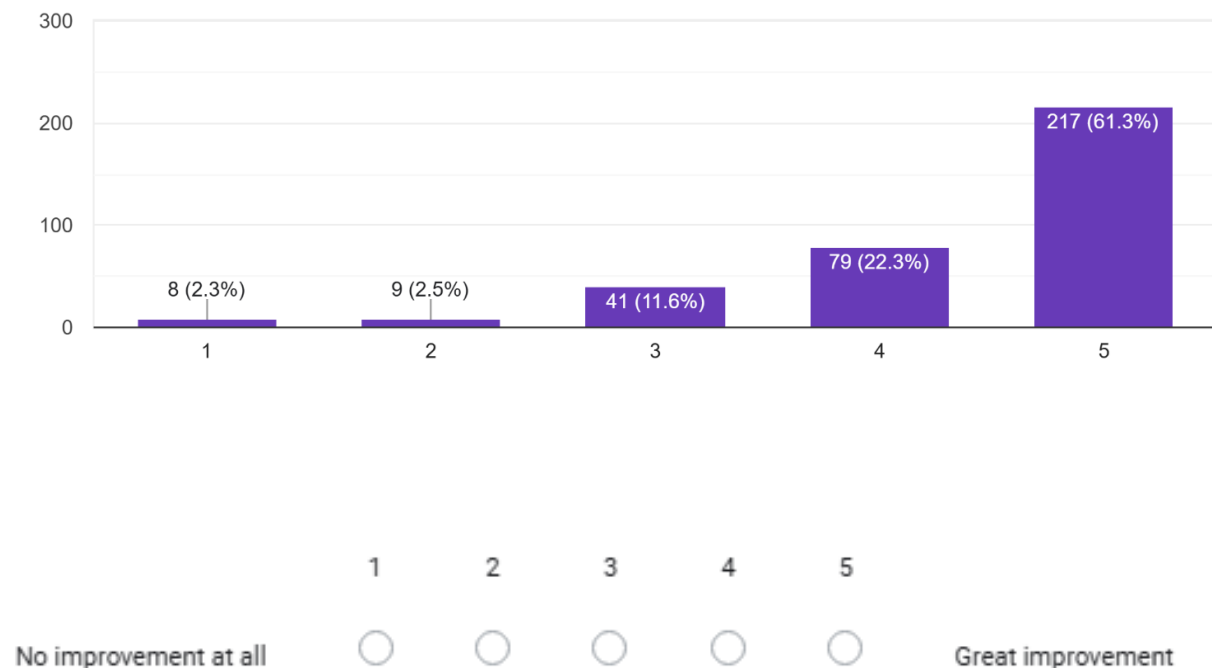
Respondents who have been with their employer for less than 6 months scored the most positively here with an average of 4.7, with the lowest scores belonging to respondents with 5 to 10 years' service (3.93) and more than 10 years (4.04).

Responses differ slightly by sector with government employees averaging 4.43, not for profit at 3.75 and private sector at 4.24.

There was very little difference between employees who worked directly with customers or not.

To what extent do you believe that future team building activities will increase your work performance?

354 responses



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With an overall average score of 4.38 (87.6%), there is an even stronger feeling that future teambuilding activities will positively impact work performance for the respondents.

By demographic group, there is no significant difference by gender in answer to this question. The 21-30 year olds continued to rate this slightly higher than the other age groups with an average of 4.56.

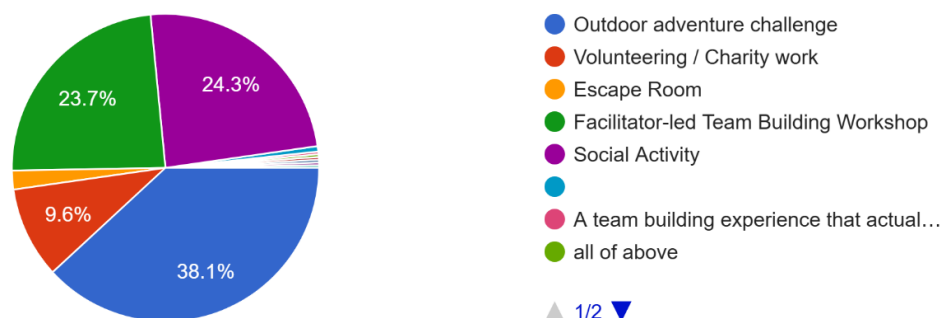
Once again the supervisors scored the highest for this question with an average of 4.9. C Suite (4.1), other senior leaders (4) and team leaders (4.18) are less likely to get benefit than managers (4.37) and employees (4.41).

Respondents with less than 6 months' service are most hopeful that future teambuilding will positively impact their performance, with an average score of 4.67. Least hopeful are those with 5 to 10 years' service (4.22).

Once again, government employees had a higher average at 4.6 with not for profit at 4 and private sector at 4.38. Employees working directly with customers averaged slightly higher at 4.42 compared with 4.31.

Which type of team building do you think is most effective for employees to improve their performance? (select one):

354 responses

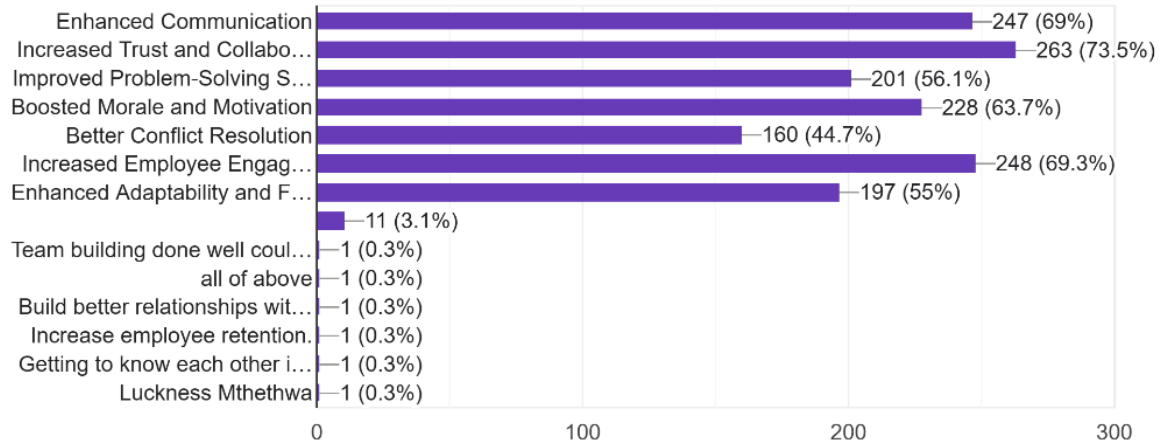


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Why do you think a team building activity can improve employee performance? Select all that apply

358 responses



- ☐ Enhanced Communication
- ☐ Increased Trust and Collaboration
- ☐ Improved Problem-Solving Skills
- ☐ Boosted Morale and Motivation
- ☐ Better Conflict Resolution
- ☐ Increased Employee Engagement
- ☐ Enhanced Adaptability and Flexibility

4.3 Summary

The findings of this study suggest that there is a very strong connection between participating in team building activities and improving performance at work, particularly for 21 to 30 years old in supervisory or employee roles, with less than 5 years' service at the organization.

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Overall, this research study highlights the need for investment in team building by organisations to increase employee trust and collaboration, improve communication and increase employee engagement. Investment in team building should focus on one or more of the most popular type of activities: outdoor challenge, social activity, facilitator led workshop.

5. Summary, Conclusions, and Recommendations

5.1 Introduction

This research aims to explore and understand relationship between team building activities and the employee's performance at work. The research aims to provide guidance to organisations so that they can determine if they should invest in team building; decide which type of team building is likely to have the biggest impact; and decide who to aim the investment required for team building to.

5.2 Summary of the Results

This research provides valuable insights into private sector employees' opinions on the importance of effective teamwork; the role certain types of team building can have on improving their performance; and who is most likely to benefit from the activities.

5.3 Conclusions

Based on the research findings, it is evident that there is potential for organisations to improve the performance of their employees by engaging them with team building activities. For optimum use of budget, organisations should focus on specific types of team building and prioritise employees from specific demographics, as detailed in the demographics below.

5.4 Recommendations

Building upon the research findings, several recommendations are proposed to private sector organisations in the UAE:

1. Allocate some development investment for targeted team building activities, particularly considering the use of outdoor challenges (in the winter months), social activities and facilitator led workshops
2. Identify from the demographic results who is most likely to benefit from the team building activity in their organisation

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3. Identify performance measures that can be monitored before and after the team building to evaluate the improvements
4. Organise activities and measure improvements

5.5 Implementation Procedures

1. To implement the recommendations, the following procedures can be followed:
2. Review what team building activities have happened in the past and for who within the organization
3. Brainstorm new ideas for team building in line with the most popular types given by respondents
4. Identify who would benefit most from the team building
5. Implement and monitor

5.6 Expected Results

The expected results of this research project include:

1. Increased and targeted investment in team building to bring the biggest performance improvement
2. Methodologies put in place in organization to consistently measure the impact of team building on employee performance

5.7 Expected Limitations

It is essential to acknowledge and address limitations to ensure a balanced interpretation of the research results and provide appropriate context when making recommendations and drawing conclusions.

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1. Cultural and societal Factors: The private sector workforce is mainly made up of expatriate workers often viewed as transient in which case private sector organisations may be less willing to invest in their training and education
2. Self-reporting Bias: The research heavily relies on self-reporting through surveys, which may introduce response biases.
3. Access to Information: Some organizations in the private sector may be reluctant to share sensitive data or information related to their practices
4. Time Constraints: Conducting a comprehensive analysis within the scope of a capstone project may impose time limitations.

5.8 Further Research

It would be important for further research to focus on measuring improvements in employee performance through observation or performance monitoring rather than relying solely on the opinion of the employees concerned.

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7. Appendix: The Research Survey

Measuring the Effectiveness of Team Building

Survey questionnaire for employees in the UAE

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Gender

- ☐ Male
- ☐ Female
- ☐ Prefer not to say

Age

- ☐ Under 21
- ☐ 21-30
- ☐ 31-40
- ☐ 41-50
- ☐ 50+

Designation

- ☐ C Suite / Owner
- ☐ Senior Leader
- ☐ Manager
- ☐ Supervisor
- ☐ Team Leader
- ☐ Employee

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Length of service at current employer

- ☐ Less than 6 months
- ☐ 6 months to 1 year
- ☐ 1 year to 2 years
- ☐ 2 years to 5 years
- ☐ 5 years to 10 years
- ☐ More than 10 years

Sector

- ☐ Private
- ☐ Government
- ☐ Not for Profit
- ☐ Other: _____

In your role, do you deal directly with external customers?

- ☐ Yes
- ☐ No

In your role, how important is it that you work effectively with other team members?

- | | | | | | | |
|----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|---------|
| | 1 | 2 | 3 | 4 | 5 | |
| Not important at all | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | Crucial |

her

Have you participated in a team building activity

- ☐ Never
- ☐ Yes but not with this employer
- ☐ Yes with this employer

To what extent do you believe that the team building activity increased your work performance?

- | | | | | | | |
|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-------------------|
| | 1 | 2 | 3 | 4 | 5 | |
| No improvement at all | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | Great improvement |

To what extent do you believe that future team building activities will increase your work performance?

- | | | | | | | |
|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-------------------|
| | 1 | 2 | 3 | 4 | 5 | |
| No improvement at all | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | Great improvement |

Which type of team building do you think is most effective for employees to improve their performance? (select one):

- ☐ Outdoor adventure challenge
- ☐ Volunteering / Charity work
- ☐ Escape Room
- ☐ Facilitator-led Team Building Workshop
- ☐ Social Activity
- ☐ Other: _____

isher

Why do you think a team building activity can improve employee performance?
Select all that apply

- ☐ Enhanced Communication
- ☐ Increased Trust and Collaboration
- ☐ Improved Problem-Solving Skills
- ☐ Boosted Morale and Motivation
- ☐ Better Conflict Resolution
- ☐ Increased Employee Engagement
- ☐ Enhanced Adaptability and Flexibility
- ☐ Other: _____

Submit

Clear form

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