

LEVERAGING DIGITIZATION FOR PUBLIC SECTOR MODERNIZATION AND JOB CREATION: A PATHWAY TO ECONOMIC GROWTH IN NIGERIA.

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ABSTRACT

The subject of this study is an investigation of the impact of digitization and job creation as a strategic tool for economic growth in Nigeria's public sector. The impact of technology on labour market and employment dynamics across various sectors deserves attention. As organisations increasingly adopt digital technologies, they face opportunities and challenges in creating new jobs while addressing the potential displacement of traditional positions. This study examines how digitization drives the creation of new jobs through reskilling and upskilling. The study, through case studies, underscores the necessity of strategic approach to leverage digitization for job creation and ensure the sustainability of public services. The power of collaborative effort among business, government, and other stakeholders to navigate the digital landscape and optimize job opportunities in the evolving world of work has gained traction. The study concluded that maximizing job creation through digitization via productivity growth and the employment rate of the public sector in Nigeria can be enhanced. Based on these, organizations should endeavor to establish regular, robust digital infrastructure support and programs in which governments and private sectors should invest in high-speed internet, cloud computing, and reliable digital services through public-private-partnership.

Keywords: Digitization, Job creation, Strategic initiative, Economic growth, Government policies, Public sector, and Skills development.

INTRODUCTION

Integrating digital technologies into business changes customer operations, functions, and value delivery. It portends that the wide range of technological advancements of cloud computing, data analytics, Internet of Things (IoT), artificial intelligence, and mobile technology are bringing changes. Eze et al. (2021) agreed that the importance of digitization cannot be overemphasized. It encourages innovation, allows organisations to improve efficiency and streamline operations. Enhanced customer experience is a significant feature of digitization as it is gaining traction by adopting digital technologies. It will enable organisations to offer personalized services to create customer experiences.

Eze et al. (2021) further stated that this has led to satisfaction and loyalty. Organizations implementing digitization have gained a competitive advantage in responding to competitive pressures and market dynamics. Igwe (2024) argued that they achieve sustainable advantage as digitization evolves new revenue streams. El-Yaniv and Zivan (2020) opined that digital products expand market reach as data-driven decision-making enhances the ability to make decisions fast, leading to informed decision-making. The relationship between digitization and job creation is complex, with opportunities and challenges. Digital technologies create jobs, enhance productivity, and lead to job loss.

Digitization involves the emergence of new jobs, especially in sectors driven by technology. Bessen (2019) stated that job creation abounds in data analysis, digital marketing, cybersecurity, social media, and software development. El-Yaniv and Zivan (2020) stated that conversely, automation and the adoption render jobs obsolete, as traditional skill sets no longer suffice. This has necessitated workforce upgrades to meet new demands (World Economic Forum, 2020).

The fast-paced nature of change has propelled learning, and workers need to remain competitive. Investment in training to help individuals build relevant skills and adapt to evolving job roles becomes the order of the day (Gonzalez, 2021; OECD, 2019). Digitization facilitates a remote work model. The shift has led to job flexibility and work-life balance. It also challenges team collaboration and employee engagement (Choudhury et al., 2020). The situation where workers take on short-term, flexible jobs through digital platforms has given a boost. This gig economy trend provides income opportunities despite lacking job security, benefits, and protections (Gallup, 2021). Digitization has improved job quality by increasing efficiency and reducing workload. Employees focus on complex and rewarding tasks, enhancing job satisfaction. The benefits of digital platforms cannot be distributed across sectors. These lead to disparities in job quality as skilled workers encounter increased opportunities, whereas low-skilled workers face stagnant wages and job insecurity (Berger et al., 2018). Digitization accentuates economic growth, stimulates business expansion and the creation of new industries, and increases productivity. Economic growth creates more job opportunities across sectors (McKinsey Global Institute, 2019). Different sectors experience varying degrees of impact from digitization.

Statement of the Problem

The global nature of digitization raises questions about the public sector's job creation capabilities. The increasing adoption of technologies has also challenged the traditional labour market, creating new opportunities. Technological access and skills development disparities exacerbate inequalities within and between countries (Roser et al., 2020). The literature is concerned about the need for inclusive policies to harness the benefits of digitization for all segments of society.

Aim and Objectives of the Study

The aim and objectives of this study are to evaluate digitization and job creation with strategic initiatives for the economic growth of the public sector in Nigeria. Specifically, this study seeks to: Ascertain the relationship between technology adoption and economic growth of the public sector in Rivers State, Nigeria.

Determine the relationship between skill development and economic growth of the public sector in Rivers State, Nigeria.

Literature Review

This is a systematic literature review to gather existing research, including peer-reviewed journal articles, industry reports, and relevant publications, to provide theoretical frameworks and empirical evidence concerning the impacts of digital transformation on labour markets. A review is necessary to identify the concept, key themes, frameworks, and research gaps, providing a foundational understanding of the topic (El-Yaniv & Zivan, 2020).

Digitization has been defined as integrating digital technology into all areas of an organisation. Eze et al. (2021) enunciated that it encompasses technological advancements that necessitate a multidisciplinary study of their effects. A significant body of research examines how digital transformation influences job creation and employment trends. It is imperative that while digital technologies create new job opportunities, the risk of job displacement is rampant. Bessen (2019) acknowledges the net effect of technology on job creation.

The shift towards digital technologies necessitates the required skills from the labour market. World Economic Forum (2020) research indicates that digital transformation demands higher levels of digital literacy to navigate complex digital environments, emphasizing the importance of skills upgrade initiatives (OECD, 2019). Educational institutions and corporate training programs have become a recurrent theme in the literature on developing a digitally skilled workforce.

The relationship between digital transformation and job quality is complex. Igwe (2021) posits that, on one hand, the use of digital tools enhances job satisfaction by allowing employees to focus on complex, value-added tasks; on the other hand, the advent of gig work and employment arising from digital platforms negatively impact job security and benefits (Gallup, 2021). A nuanced

understanding of digitization's effects on job quality is essential for developing policies promoting equitable growth.

Theories of organizational change provide a foundational understanding of how firms navigate digitization. The Technology-Organization-Environment (TOE) framework posits that the successful adoption of digital technologies has been influenced by technological readiness, organizational factors, and environmental pressures (Tornatzky & Fleischer, 1990). The Resource-Based View (RBV) also emphasizes leveraging unique internal resources to achieve competitive advantage through digital transformation (Barney, 1991). Kotter's (1996) 8-Step Change Model and Lewin's Change Model provide insights into successfully implementing digital transformations, shedding light on the importance of leadership, communication, and employee engagement.

Research highlighted that digitization's impacts on job creation vary widely. Technology-intensive industries such as healthcare and finance experience growth in job opportunities due to digital advancements, while traditional sectors such as retail and manufacturing face greater challenges related to job displacement (Deloitte, 2018; McKinsey Global Institute, 2021). Understanding the sector-specific dynamics is essential for policy interventions to mitigate the negative impacts of digitization on employment.

Theoretical Framework

Digitization is a multifaceted phenomenon that changes business operations, processes, and customer interactions. It uses many theoretical frameworks that serve as the foundation for understanding and exploring its implications across various dimensions. The theoretical foundations encompass many frameworks that collectively illuminate the complexities and dynamics of the phenomenon. Organizations and researchers understand how to navigate and implement the transformation initiatives effectively. This section presents key theoretical foundations that underpin the concept of digitization.

Resource-Based View (RBV) Theory

This theory was proposed by Barney (1991). It focused on the internal resources and capabilities of the organization amid competition. Firms will leverage their unique internal resources. These resources include technology, knowledge, and skills to achieve organizational goals. Digitization has provided a platform for firms to thrive and develop dynamic capabilities to adapt to technological changes. These involved investing in digital resources, fostering innovation, and continuously improving processes. RBV emphasizes leveraging digital technologies to enhance core competencies and deliver value through valuable, rare, inimitable, and non-substitutable (Barney, 1991).

Organizational Change Theory

This model describes how organizations transform. Key models include:

Lewin's (1947) Change Model consists of three phases: unfreezing (preparing for change), changing (implementing new processes), and refreezing (solidifying new behaviors).

Kotter's (1996) 8-Step Model provides a structured approach to managing change, emphasizing the importance of vision, communication, and employee engagement.

McKinsey (1980) 7S: This framework focuses on seven interdependent elements (strategy, structure, systems, shared values, style, staff, and skills) aligned for successful organizational change. These models offer insights into how organizations can successfully manage the human and structural changes necessary for effective digitization.

Capability Maturity Models (CMM)

Watts Humphrey propounded the theory in the late 1980s. The theory focuses

on a structured framework for assessing and improving an organization's processes. Initially developed for software development, CMM frameworks are adapted for broader applications. These models describe five maturity levels: initial, managed, defined, quantitative, and optimizing. They

allow organizations to assess their current capabilities and identify areas for improvement. Applying CMM in the context of digitization helps organizations systematically develop competencies and processes that drive successful technology adoption.

Conceptual Frameworks

Digitization and Job Creation as a Strategic Initiative

Digitization, as the integration of digital technologies into everyday processes, has become a key strategic initiative to enhance efficiency, improve customer experiences, and encourage innovation. A critical component of this initiative is the impact on job creation. Let us explore how digitization serves as a strategic initiative for job creation.

Digitization streamlines operations by automating routine tasks and improving data management. Example: Organizations implement enterprise resource planning (ERP) systems to minimize manual processes, enhance productivity, and create a new demand for skilled workers who can manage and analyze the digital systems in place.

Society is increasingly becoming competitive with unpredictable markets. Digitization helps organizations become more resilient. Adapting to changing consumer needs and market conditions leads to new business opportunities and job creation.

With organizations digitizing, they require new specialized roles that focus on technology management, such as data analysts, cybersecurity, digital marketing, and customer experience management, which are increasingly in demand. Digitization does not just create new jobs, but transforms existing jobs. Example: In healthcare, digitizing patient records has created demand for health informatics specialists to manage electronic health records (EHR) systems, thus expanding workforce opportunities in the sector.

Organizations must invest in employee training programs to realize digitization's job-creation potential to lift the workforce. Continuous learning opportunities with the latest digital competencies enable employees to adapt to technological changes. Example: Organizations offer training programs in digital skills to prepare their workforce for market demands, fostering job creation and employee retention.

Job creation through digitization leads to increased consumer spending, stimulating economic growth. New employment provides income and increases spending, contributing to new business development and expansion. Example: McKinsey Global Institute (2021) reports that digital adoption increases GDP growth rates across sectors, with the added impact of job creation enhancing economic resilience during downturns. Digitization also fosters a conducive environment that enables startups and small businesses to leverage technology to boost entrepreneurship. Entrepreneurship creates jobs and stimulates innovation. Example: E-commerce and gig economy platforms empower individuals to start businesses, contribute to job creation, and economic growth.

Digitization creates jobs, but also brings challenges. Roles become obsolete due to digitization, demanding new measures. Example: Organizations must recognize the importance of workplace transitions, invest in resources to assist displaced workers, and create career counseling and training programs to facilitate transitions to new roles. It is crucial to ensure that the benefits of digitization are distributed equitably, hence issues of affordability and technological literacy are handled to ensure inclusive job creation.

Strategic initiatives drive significant job creation through effectiveness and efficiency. Effectiveness and efficiency lead to achieving organizational goals. Success in the organisation will lead to expansion with continuous investment, which creates new roles and fosters economic growth. Digitization increases employment opportunities. However, organizations must also be cognizant of the challenges of workforce displacement. Comprehensive training programmes and inclusivity are necessary to maximize the benefits of digitization and shape a resilient and adaptive workforce.

Case Studies of Job Creation through Digitization

Digitized industries create new jobs across the globe.

Examples of job creation by organizations and countries abound.

IT and software industry in India

Information technology and software service sectors are creating jobs in India. The rise of outsourcing and global demand for software solutions has positioned India as a leader in the global IT landscape. The IT sector has generated millions of direct jobs, estimated to be over 4.5 million by 2020, and sustained indirect employment for another 10 million people through support roles (NASSCOM, 2020). Tata Consultancy Services, Infosys, and Wipro provide opportunities for skilled workers in software development, data analytics, and cybersecurity. Entrepreneurship is growing with numerous startups in the tech space. The Indian government's Digital India initiative supports this growth, aiming for greater digital literacy and infrastructure.

Amazon's Influence on Job Creation in the United States

Amazon's expansion of its e-commerce platform and logistics operations has had a profound impact on job creation in the United States, employing over 1.3 million people, providing jobs across various functions of warehousing, delivery, customer service, and software development with new roles focuses on automation, robotics, and data analytics (2021).

The organisation's expansion of its delivery network has also created jobs within logistics and fulfillment centers. The company's investments in technology enable faster delivery services, improve operational efficiencies, and create a wide array of job opportunities in the gig economy.

Digital Agriculture in Kenya

The agricultural sector in Kenya is undergoing digital transformation through the adoption of technology to improve agricultural productivity and job creation. Twiga (2021) opined that platforms like Twiga Foods connect farmers with markets, enabling them to sell produce directly to retailers, which enhances income and creates jobs along the supply chain (B2B and logistics roles; Igwe & Okwurume, 2025). Mobile apps are used for agricultural training, data collection, and credit access, boosting productivity and creating consulting and entrepreneurial opportunities. The impact of the digitization of agriculture has provided sustainable livelihoods for millions of rural farmers and improved food security and economic growth in the region.

Fintech Transformation in Nigeria

The rise of financial technology (Fintech) platforms in Nigeria has been instrumental in expanding financial services and creating jobs. Companies like Moniepoint, Paystack, and Flutterwave have revolutionized payment systems, enabling small businesses to access payment solutions easily and creating jobs in various roles of software development, customer support, and financial services consulting (Fashola, 2020). The fintech sector has led to new startups, contributing to a vibrant entrepreneurship ecosystem and creating thousands of indirect jobs across related sectors (Igwe, 2024; Okwurume & Igwe, 2025). The impact of Fintech has driven financial inclusion in the economy and opened new opportunities.

E-Learning industry growth in Southeast Asia

The e-learning sector in Southeast Asia has experienced growth, driven by digitization and the increasing demand for flexible education solutions through platforms such as Coursera and Khan Academy. Quality digital awareness and job creation are increasing.

Impact of digitization

Disruption of the traditional business model

Retailing, manufacturing, and transportation businesses are encountering significant disruption due to digital transformation. The retail sector is experiencing a paradigm shift towards e-commerce,

with giants like Jumia, Konga, Amazon, and Alibaba redefining how consumers shop. Traditional brick-and-mortar stores face declining sales as consumers prefer the convenience of online shopping (Deloitte, 2021; Okwurume & Igwe, 2024).

Automation and job displacement

Automation technologies, robotics, and artificial intelligence (AI) are deployed in traditional industries, leading to concerns about job displacement. In manufacturing, introducing robotics for assembly lines has streamlined operations and enhanced productivity, but also threatens job security. Friedman (2021) indicates that manufacturing and administrative support jobs are at high risk.

Evolution of job roles and skill requirements

Organisations' adoption of digital technologies has evolved job roles, necessitating new skill sets among workers. Digital literacy and technical skills have become essential in the labour market. Farming techniques require farmers to utilize data analytics and IoT devices to optimize production. Maghiar et al. (2020) contend that this change in process is motivating workers to develop new skills in technology and data management.

Increased productivity and efficiency

Digital transformation enables traditional industries to enhance productivity and operational efficiency. Integrating technology streamlines processes, reduces waste, and improves resource management. In logistics and transportation, companies like DHL and FedEx utilize data analytics and IoT to optimize shipping routes and inventory management, resulting in cost savings and faster delivery times (McKinsey, 2021).

Greater emphasis on customer experience

Digitization has led to a heightened focus on customer experience. Organisations leverage technology to personalize offerings, enhance engagement, and improve service delivery. Gonzalez et al. (2021) reported that the hospitality sector has witnessed tremendous change, with digital tools enabling hotels and restaurants to collect and analyze orders or requests and customer feedback, resulting in improved services and tailored experiences. Booking platforms like Airbnb have also disrupted traditional hotel models, emphasizing user-generated content and reviews.

Creation of new market opportunities

Opportunities have opened for organisations to innovate and diversify their offerings. Businesses are establishing digital platforms and fintech partnerships to offer innovative solutions such as mobile banking and digital wallets, ultimately expanding their customer base (Fashola, 2020).

Challenges facing digitization

Despite the benefits of digitization, challenges persist as follows:

Poor internet connectivity and inadequate technological infrastructure inhibit digital.

Lack of digital skills among the workforce limits the effectiveness of digital initiatives.

Inconsistent regulations and bureaucratic hurdles hinder the growth of digital enterprises.

Automation and the risk of job displacement are prevalent as gig workers lack the benefits of health insurance, retirement plans, and paid leave, leading to economic vulnerability (International Labour Organization, 2021).

Findings

Digitization ensures the integration of digital technologies into all areas of a business or economy, leading to changes in how organizations operate and deliver value to customers. Many economies are experiencing transformation across sectors through technological

advancements and innovative business models, positioning organizations and states for sustainable growth in the digital age.

Transformations across sectors

India is a leading technology hub. KPMG (2021) contends that the digital ecosystem has grown, and businesses have pioneered services that cater to local needs. The Startup India initiative has promoted entrepreneurship and innovation, leading to significant investment in digital technologies. Nigeria's telecommunication sector has developed significantly, with mobile internet penetration reaching around 50%. Telecommunications companies like GLO, MTN, and Airtel are expanding their networks, providing digital services to remote areas, enabling greater access to online education, healthcare, and government services, and creating millions of jobs (NCC, 2021). The proliferation of smartphones has enabled greater access to information, services, and applications, and individuals have utilized mobile banking, e-learning, and telemedicine services to create jobs and foster economic growth (NCC, 2021). Brazilian telecommunication giants continually expand their digital infrastructure to ensure internet access across urban and rural areas. The National Broadband Plan (PNBL) aims to connect underserved populations, facilitating access to information, services, and opportunities for economic growth (ANATEL, 2021).

Digitization is enhancing governance by streamlining public services and improving transparency. E-government initiatives provide better service delivery and citizen engagement. The introduction of the Ghana Electronic Payment System (GhPAY) has optimized public revenue collection and increased efficiency in service delivery, enabling citizens to access government services online (World Bank, 2021). The Indian government has been at the forefront of digitization with Digital India, which has enhanced the delivery of government services through digital platforms. Programs like e-gov and Aadhaar (the biometric identification system) have streamlined access to public services and improved efficiency in governance (Maghiar et al., 2021).

Digitization has spurred the growth of fintech solutions, providing unserved populations with access to financial services. The rise of FinTech in India transformed the banking landscape. The Unified Payments Interface (UPI) has made peer-to-peer transactions effortless, remarkably increasing digital transactions across the country (World Bank, 2020). In Kenya, M-Pesa is a leading mobile money service that has transformed financial transactions, enabling payments, savings, and loans. M-Pesa's widespread adoption has improved financial access and has promoted regional entrepreneurship (Jack & Suri, 2011).

Nigeria has seen remarkable growth in digital payment solutions, primarily driven by the mobile money revolution. Services like Paga, Paystack, and Flutterwave have facilitated financial transactions for the unbanked population. A CBN (2021) report stated that mobile payments have surged, promoting financial inclusion and boosting economic activities. This has created jobs and reduced unemployment.

The growth of digital platforms facilitated the rise of e-commerce, enabling businesses to reach new customers and streamline their operations. In India, platforms like Flipkart and Amazon India have gained considerable market share, allowing businesses to sell products online. As a result, e-commerce is expected to contribute significantly to the country's GDP in the coming years (KPMG, 2020). Brazil's e-commerce sector has experienced growth through increased internet usage and changing consumer behaviors. Major players like Mercado Livre have dominated the market by offering various products and services. Just as the shift to online shopping was accelerated by the COVID-19 pandemic (Deloitte, 2021). The Nigerian e-commerce sector expanded rapidly, with platforms like Jumia contributing to job creation (Suleiman, 2020).

The power to drive innovation and improve decision-making is being harnessed. In agriculture, data analytics tools optimize crop yields and resource management. Startups like Aerobotics utilize drone technology and AI, providing farmers insight into crop health and pest control, ultimately enhancing productivity (De Villiers, 2020). Organisations harness platforms like Facebook, Instagram, and WhatsApp for marketing and customer engagement (Dentsu, 2021).

Government Policies and Initiatives Promoting Digitization

The government has recognized the importance of digitization. It is a driver of economic activities that accentuates innovation and social inclusion. The proactiveness and adaptive nature of technology are crucial in addressing challenges. Countries have developed comprehensive national digital strategies outlining their vision for digitization, focusing on enhancing digital infrastructure, digital literacy, and innovation. The Digital India initiative has transformed India into a digitally empowered society with a knowledge economy through access to digital infrastructure, internet connectivity, and digitally literate citizens (Ministry of Electronics and Information Technology, 2020). Government investment in digital infrastructure has ensured access to high-speed internet and digital services. The Broadband USA initiative in the United States promotes the expansion of high-speed internet access in underserved areas, ensuring that communities can benefit from digital services and participate in the digital economy (National Telecommunications and Information Administration, 2021). The Skills Future initiative in Singapore provides opportunities for skills development in the digital economy through training programs, workshops, and financial incentives (SkillsFuture Singapore, 2021).

Governments are also creating favorable environments for innovation and entrepreneurship by establishing funding programs, innovation hubs, and incubators to support startups working on digital solutions. The Startup India initiative focuses on creating a conducive environment for startups to thrive through funding and mentorship and boosting innovation and job creation in the digital space (Government of India, 2021).

Regulatory frameworks that facilitate the growth of digital markets and issues related to data privacy, security, and consumer protection are provided. General Data Protection Regulation (GDPR) sets data protection and privacy guidelines for individuals, thereby impacting businesses' approach to data in the digital ecosystem.

E-government initiatives seek to enhance transparency, improve public services, and increase citizen engagement through digital technologies. The GovTech initiative in the United Kingdom emphasizes digital innovation in the public sector to improve government services and make information more accessible to citizens through online platforms (UK Government Digital Service, 2020).

Governments collaborate with private sector entities to leverage resources, expertise, and technology to implement digital transformation projects (Igwe & Okwurume, 2025). The Brazilian Internet para Todos program leverages partnerships between the government and telecommunication companies to provide internet services to remote areas (Ministry of Science, Technology, Innovations and Communications, 2018).

Digitization is associated with new job roles that did not exist, as organizations increasingly seek to leverage technology to enhance productivity and innovation. The roles often require specialized skills and a strong understanding of digital tools and technologies. The rise of data science and analytics has created a demand for professionals in data analysis, data science, and business intelligence. The World Economic Forum (2020) estimated that global demand for data and AI-related jobs will increase significantly, with millions of new positions created.

Friedman (2021) postulated that the gig economy, a labour market characterized by short-term, flexible jobs mediated through digital platforms, has risen—individuals engaged as freelancers, contracting part-time. The gig economy, a significant trend propelled by technology, has changed the labour market narrative (Gallup, 2021). The flexibility of the technology has particularly appealed to individuals seeking supplemental income or those who cannot commit to traditional full-time roles. According to Gallup (2021), many gig workers cite flexibility as the primary reason for choosing gig work. Freelancing platforms like Fiverr and Freelancer allow creative professionals to offer services like graphic design, writing, and video editing to a global client base, providing access to opportunities that may not be available locally (Zhang et al., 2020), while Uber, Bolt, and Iride platforms enable transportation services to passengers. The gig economy contributes significantly to economic growth by creating new income opportunities and fostering entrepreneurship. McKinsey

Global Institute (2019) reports that gig economy jobs represent a growing labor market segment. The report highlighted the potential of gig work to create economic value and provide livelihoods for millions of people worldwide. Policymakers are exploring how to balance the flexibility of gig work with the need for social protections and labour rights. In California, Proposition 22 in 2020 allowed gig companies to classify drivers as independent contractors (Friedman, 2021).

Efficiency has been enhanced, and the focus has shifted from manual tasks to analytical ones. In manufacturing plants, assembly line workers are transforming. Workers are managing and maintaining advanced machinery, requiring training in technology and data interpretation (McKinsey, 2021). Digitization created new jobs, but it also led to job displacement. Fears that jobs are at risk of being automated, especially in sectors like manufacturing, transportation, and administrative services, are real. Digitization has shifted employment dynamics and changed the work process (Gartner, 2020).

Companies adopting digital technologies require services from other businesses, leading to job creation within the supply chain. For example, an increase in online shopping generates demand for logistics, warehousing, and delivery services, creating jobs in those areas (Deloitte, 2021). Digitization can increase productivity across various sectors, contributing to overall economic growth. As GDP grows, new businesses emerge, leading to indirect job creation across multiple industries. The McKinsey Global Institute (2021) notes that widespread digital adoption can significantly boost productivity, which often correlates with job growth. Digitization fosters a competitive environment that encourages startups and innovations. New startups create jobs in technology and service sectors, contributing further to the economic growth and job creation cycle.

RECOMMENDATIONS

The following are some suggestions from the study's findings:

1. Ensuring a robust digital infrastructure is critical for supporting organisational activities in their digitization efforts.
2. As digital technologies evolve, there is a growing need for a workforce equipped with the necessary skills to thrive in a digital economy. Training initiatives should focus on upgrading workers to prepare them for new job requirements.
3. Encouraging entrepreneurship and innovation is essential for job creation. Governments and private organizations can foster startup ecosystems that promote creative solutions and digital services by providing financial incentives, mentorship, and resources to startups. Ensuring digital transformation's benefits reach traditionally underserved populations is crucial for equitable job creation.
4. Digitization has made remote work a viable option for many industries. Expanding remote work can lead to job creation by allowing organizations to tap into a global talent pool and offering flexibility to workers. Data-driven decision-making enables organizations to identify market trends and areas with the highest potential for job creation by encouraging data analytics to assess labour market trends and identify sectors with growth potential.
5. Establishing regulations that promote flexible labour markets while protecting workers' rights is essential for the gig economy and digital transformation. Policies that lead to job creation can be developed by fostering collaboration, which can enhance job creation by sharing best practices, innovation, and resources among stakeholders.

CONCLUSION

Maximizing job creation through digitization requires a multifaceted approach encompassing investment in infrastructure, workforce development, startup promotion, inclusive growth strategies, and collaboration among governments, businesses, and educational institutions.

By implementing these strategies, stakeholders will navigate the challenges and capitalize on the opportunities presented by digital transformation, ultimately enhancing economic growth and societal well-being. The future of research in digital transformation and job creation is poised to

address complex and dynamic questions that reflect ongoing technological advancements and societal changes.

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