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239. Role of Technological Readiness and Learning & Development in promoting the Adoption of E-mobility for Sustainable Change
YASHAWANTH KUMAR MADAGUNAKI
M. KOTTEESWARAN 1999
240. The Influence of Workplace Social Media Use on Employee and Team Performance
VANITHA VS
R.PRIYADHARSHINI..... 2005
241. The Influence of Socially Inclusive Digital Marketing on Customers – A Proposed Conceptual Model
BAKKIA LAKSHMI C
M. KOTTEESWARAN 2009
242. Human Resource Management in the Era of Hybrid Work: Leveraging Hr Analytics and Digital Collaboration Tools
J. TAMILSELVI
P.MURUGAN 2016
243. Integrating Technology and Focusing on Sustainability: Understanding Pro-Social Behavior among Gen Z in Organization
PERUMAL RAJA. S
D. ANITHA KUMARI 2021
244. The Status of Financial Inclusion Among Informal Workers in India (A Micro Level Study)
MANISHA
SEEPANA PRAKASAM 2027
245. The Dual Platter: Analyzing the Evolution, Drivers, and Impact of Fast-Food Culture in Chennai, India
S. BHUVANESWARI..... 2036
246. Green HRM practices in IT: Strategies to Build a Sustainable Workforce
PAVITHRA S 2041
247. A Perception-Based Study on Customer Trust Formation in Online Grocery Platforms
A.R.AAYISHAKANI
M.THAIYALNAYAGI 2050
248. An Impact of Employee Training and Development on Organizational Performance with Reference to SDG 8 and SDG 17
R. RAAJALAKSHMI 2054
249. The Impact of Environmental Degradation and Health Financing on Health Outcomes in India.
SHIVANI SINHA
ADITYA KUMAR SHARMA 2060
250. Impact of Self-Help groups (SHGs) on Women Empowerment in Tamil Nadu
G. RADHIKA..... 2071
251. Can Expenditure on Health and Education pave the way for Inclusive Economic Development in India?
LUCKY MISHRA..... 2079
252. Work–Family Conflict, Economic Pressure, and Marital Satisfaction among Dual-Earner Wives in Kerala: A Mixed-Method Empirical Study
GILU MATHEW
P. THIYAGARAJAN..... 2094
253. Social Inclusion, Employment and Human Development
ANGUR KUMARI 2100
254. Empowering Educators: The Role of Human Capital Development in Advancing Women’s Leadership in Teaching in India- Some Case Studies
CELLURU SRINIVAS UDAY ABHIJIT
V.BALA RUBY 2109
255. Artificial Intelligence in India: Trends, Challenges and Opportunities
ENAKSHI SINHA RAY CHAUDHURY 2116
256. Evaluating the Influence of Renewable Energy Use on Public Health in India
ADITYA KUMAR SHARMA
SHIVANI SINHA 2127
257. Gig Economy and Traditional Employment in India : A Conceptual Comparative Analysis
GARIMA MAURYA
PRAGYA YADAV 2140
258. Problems of Unemployment and Policies for Job Creation in India: An Economic Perspective
LAKSHMI CHATTERJEE 2145

Integrating Technology and Focusing on Sustainability: Understanding Pro-Social Behavior among Gen Z in Organization

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D. Anitha Kumari**

Abstract

The integration of Generation Z into the modern workforce is reshaping organizational dynamics, as this demographic brings a distinct set of values and expectations to the workplace. Having grown up in a world shaped by technological advancements and social consciousness, Gen Z prioritizes innovation, sustainability, and ethical practices, and expects the same from their employers. This shift is occurring alongside rapid digital transformations and increasing pressures on organizations to demonstrate social and environmental responsibility, highlighting the need to understand how these converging trends influence Gen Z employees' propensity for pro-social behaviors. Existing research on technology adoption, sustainability, and workplace behavior tends to focus on these elements in isolation, creating a fragmented understanding of their interplay. This study aims to bridge this gap by examining the complex relationships between technology integration, sustainability orientation, and pro-social behavior among Gen Z employees, with the goal of providing organizations with practical insights to foster a collaborative, responsible, and engaged workforce.

Keywords: Generation Z, Technology Integration, Sustainability Orientation, Pro-Social Organizational Behaviour, Employee Engagement, Digital Workforce, Ethical Work Culture, Sustainable Leadership, Organizational Citizenship Behavior, Value-Driven Workforce

Introduction

Generation Z, often defined as those born roughly between 1997 and 2012, is the first generation to enter the workforce fully immersed in digital technology. This upbringing in a highly technological environment has shaped Gen Z's expectations and values, leading them to place strong emphasis on innovation, sustainability, ethical conduct, and organizational transparency. As companies accelerate their digital transformations and simultaneously embrace broader social and environmental responsibilities, it becomes critical to understand how Generation Z employees respond to workplaces that integrate advanced technologies and sustainability principles.

The contemporary organizational landscape is marked by rapid technological change — from widespread automation and artificial intelligence to ubiquitous digital communication platforms. At the same time, sustainability has become a global priority, with businesses expected to promote environmental protection, social welfare, and ethical governance. These converging trends create a context in which Generation Z employees are likely to engage in pro-social behaviors, such as helping colleagues, supporting ethical initiatives, participating in community projects, and contributing to environmentally responsible activities.

However, the existing literature remains fragmented. Many studies examine technology adoption, sustainability orientation, or workplace behavior independently, but few explore how these elements interact to shape pro-social organizational behavior among Gen Z. Accordingly, there is a clear need

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for a comprehensive model that links technology integration and sustainability orientation with the pro-social outcomes exhibited by this emerging workforce.

Source - <https://www.dogoodpeople.com/csr-trends/gen-z-workforce-engagement/>

H1: Technology integration positively influences pro-social organisational behaviour among Generation Z employees.

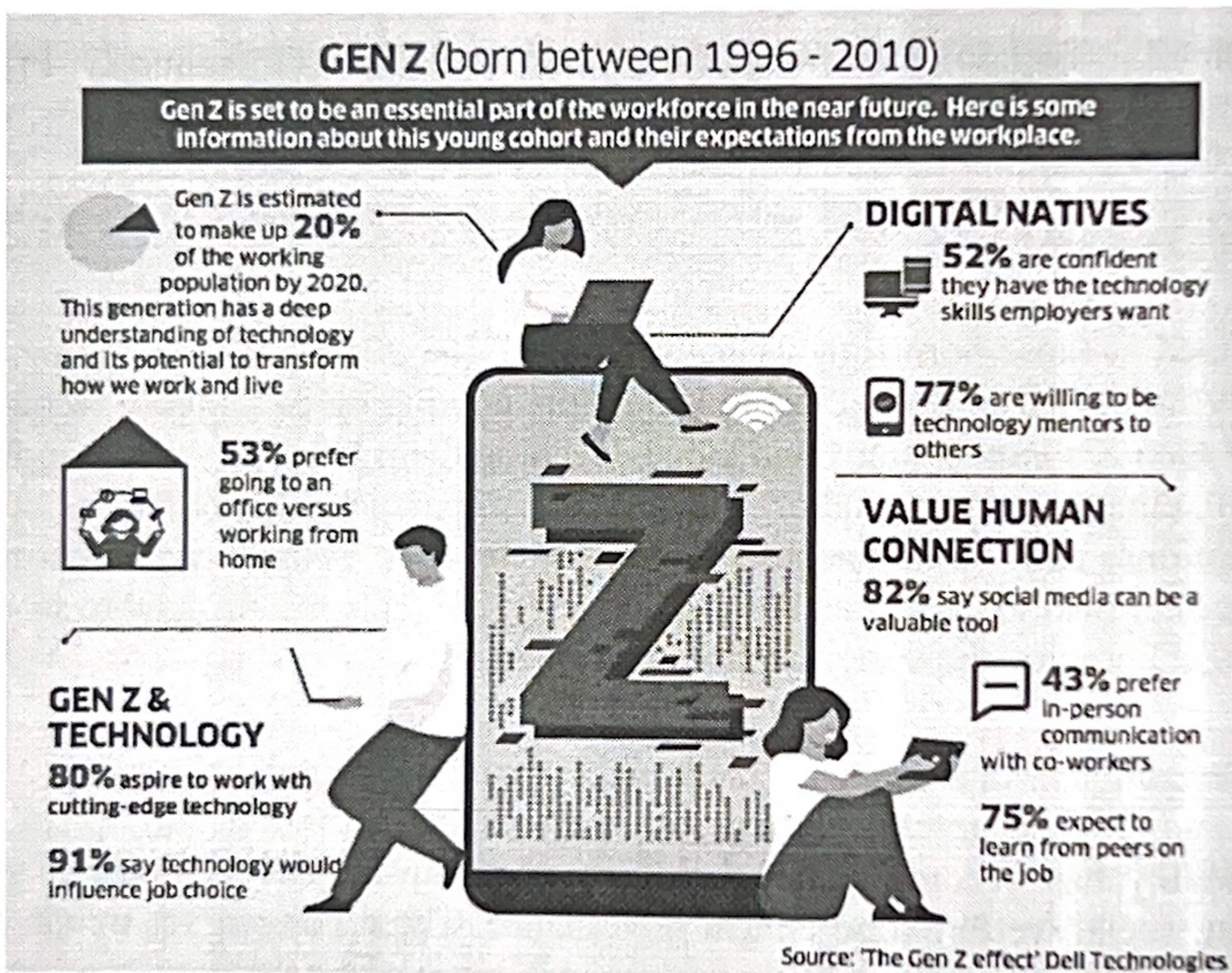
H2: Sustainability orientation positively influences pro-social organisational behaviour among Generation Z employees.

H3: Individual sustainability orientation moderates the relationship between technology integration and pro-social behaviour among Generation Z employees.

H4: Employee engagement mediates the relationship between technology integration and pro-social behaviour among Generation Z employees.

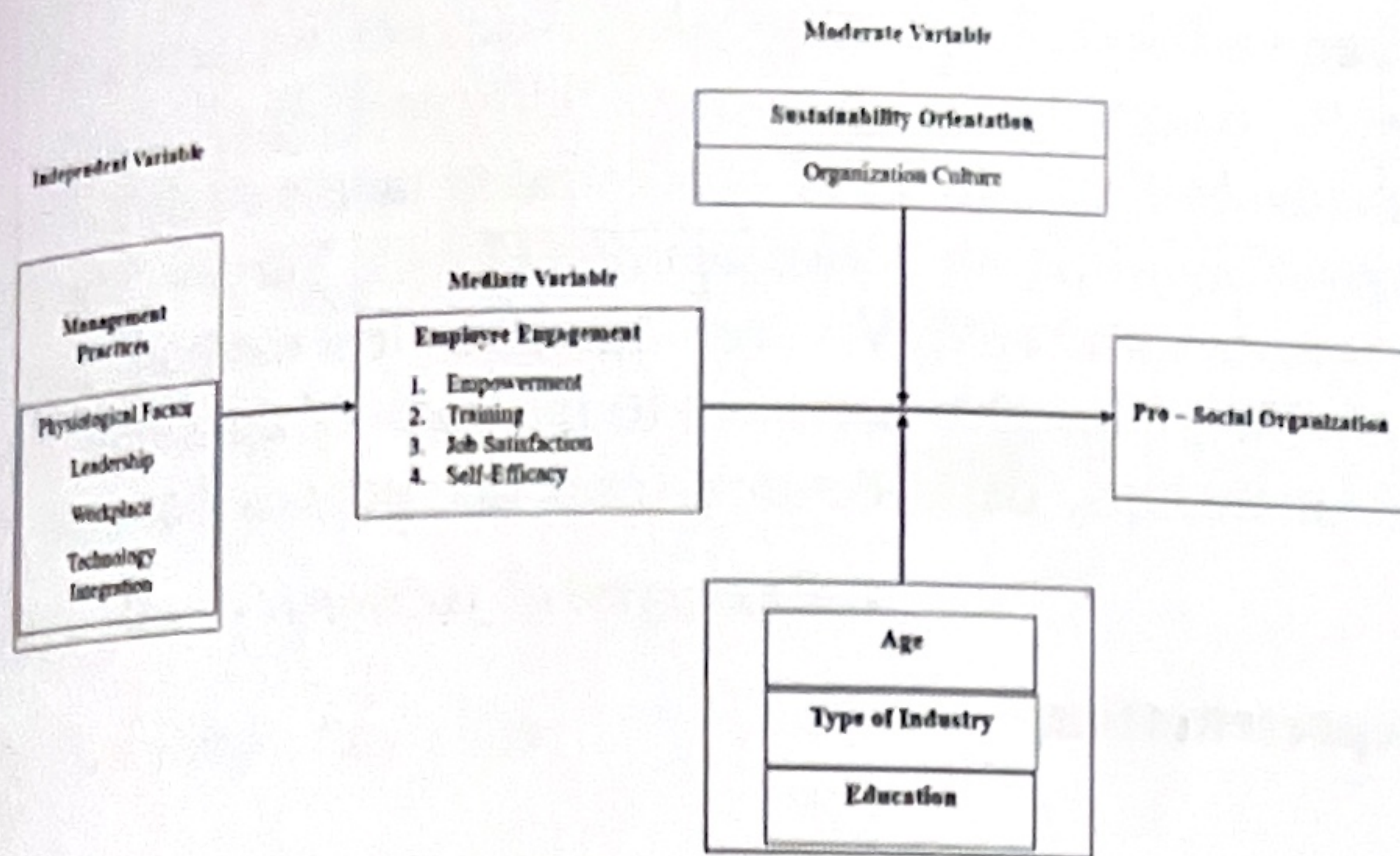
Review of Literature

Recent studies shed light on the evolving behaviour and expectations of Generation Z in the workplace, but each comes with its own limitations. Sengupta et al. (2024), published in MDPI's *Administrative Sciences*, examined Gen Z perspectives in India and the United States, though their findings are



constrained by a relatively small and region-focused sample. They suggest that future research should follow Gen Z as they advance through different stages of their careers to better understand how their attitudes shift over time. Widyanty (2025), writing in *SFTR* under ScienceDirect, explored Gen Z behaviour within the Indonesian context. While the insights are valuable, the study's localised scope limits broader applicability. The author highlights the need for cross-country comparisons and long-term studies to capture changes in behaviour more comprehensively. Rani and Suneja (2025), in the *International Management Review*, focused primarily on regional workplace patterns. Their analysis is influenced by contextual and publication-related constraints, suggesting that future research should move towards developing practical and policy-oriented solutions that organisations can implement.

Research Model



Research Objectives

1. To examine how technology integration relates to pro-social organizational behavior among Generation Z employees.
2. To analyse the influence of individual sustainability orientation on pro-social organizational behavior.
3. To investigate whether sustainability orientation moderates the impact of technology integration on pro-social behaviour.
4. To determine whether employee engagement mediates the relationship between technology integration and pro-social behaviour.
5. To provide practical insights for organisations on cultivating a pro-social work culture driven by sustainability values and enabled by technology.

Research Gap

Limited research integrates technology integration, sustainability orientation, and pro-social organisational behaviour into a single comprehensive model.

Existing studies on Generation Z tend to focus on employer branding, workplace expectations, or pro-environmental behaviours, with few examining pro-social outcomes.

Cross-cultural and large-sample empirical evidence remain scarce, limiting the generalizability of existing findings.

Many investigations explore sustainability at the organizational level rather than considering the individual sustainability orientation of Gen Z employees.

There is limited understanding of how technology-enabled work environments stimulate pro-social engagement among young workers.

A lack of integrated models that incorporate potential mediators (e.g., employee engagement) and moderators (e.g., sustainability orientation) has been identified.

Research Methodology

To examine the association between the chosen variables in this study, the researcher used a descriptive research design. To gather information from the respondents, a non-probability sampling technique—more precisely, the convenience sampling method—was used. 280 people made up the study's overall sample size, and information was gathered over a six-month period using a Google Survey. The Chi-square test, regression analysis, correlation analysis, and ANOVA were the statistical methods used in the study for data analysis. In order to get significant insights pertinent to the goals of the study, these techniques were used to investigate the relationships, dependencies, and distinctions between the variables.

Hypothesis Analysis and Table Visual Representation

Descriptive Statistics

Item	Count	Mean	Median	Std	Min	Max	Skewness	Kurtosis
TI 1	280	3.11071	3	1.3541	1	5	-0.0886	-1.1378
TI 2	280	3.10357	3	1.49311	1	5	-0.074	-1.4097
TI 3	280	2.95	3	1.39546	1	5	0.02581	-1.2586
TI 4	280	3.01071	3	1.43055	1	5	0.03268	-1.3256
TI 5	280	2.97857	3	1.42163	1	5	0.00781	-1.3206
SO 1	280	2.90357	3	1.47183	1	5	0.07894	-1.3717
SO 2	280	2.98929	3	1.39246	1	5	-0.0527	-1.2558
SO 3	280	3.03571	3	1.40103	1	5	-0.0166	-1.2582
SO 4	280	2.90714	3	1.33546	1	5	0.01634	-1.1971
SO 5	280	3	3	1.41168	1	5	-0.0077	-1.3117
EE 1	280	2.93929	3	1.37563	1	5	0.12583	-1.2286
EE 2	280	2.97143	3	1.38058	1	5	0.05948	-1.2708
EE 3	280	2.91071	3	1.41519	1	5	0.08978	-1.3036
EE 4	280	3.07143	3	1.44005	1	5	-0.0674	-1.3519
EE 5	280	3.10714	3	1.39223	1	5	-0.1359	-1.2436
PSOB 1	280	3.13214	3	1.3965	1	5	-0.1336	-1.2697
PSOB 2	280	2.95	3	1.4484	1	5	-0.012	-1.3725
PSOB 3	280	2.86071	3	1.37771	1	5	0.17718	-1.2217
PSOB 4	280	2.98929	3	1.41797	1	5	-0.034	-1.2957
PSOB 5	280	3.05	3	1.41079	1	5	-0.127	-1.2752
Interaction 1	280	2.96786	3	1.41764	1	5	0.00388	-1.3168
Interaction 2	280	2.83214	3	1.40035	1	5	0.12792	-1.2489
Interaction 3	280	3.08929	3	1.44029	1	5	-0.1421	-1.2985
Interaction 4	280	3.02857	3	1.41646	1	5	0.00254	-1.2905
Interaction 5	280	3.025	3	1.37935	1	5	-0.1024	-1.2148

Table 1 – Descriptive Statistics Data Output

	TI_Comp	SO_Comp	EE_Comp	PSOB_Comp
count	280	280	280	280
mean	3.030714286	2.967142857	3	2.996428571
std	0.665848576	0.623602996	0.609365379	0.6073517

min	1.2	1.2	1.2	1
25%	2.6	2.6	2.6	2.6
50%	3	3	3	3
75%	3.4	3.4	3.4	3.4
max	4.8	4.4	4.6	4.6

Table

Composites Description Data

2 -

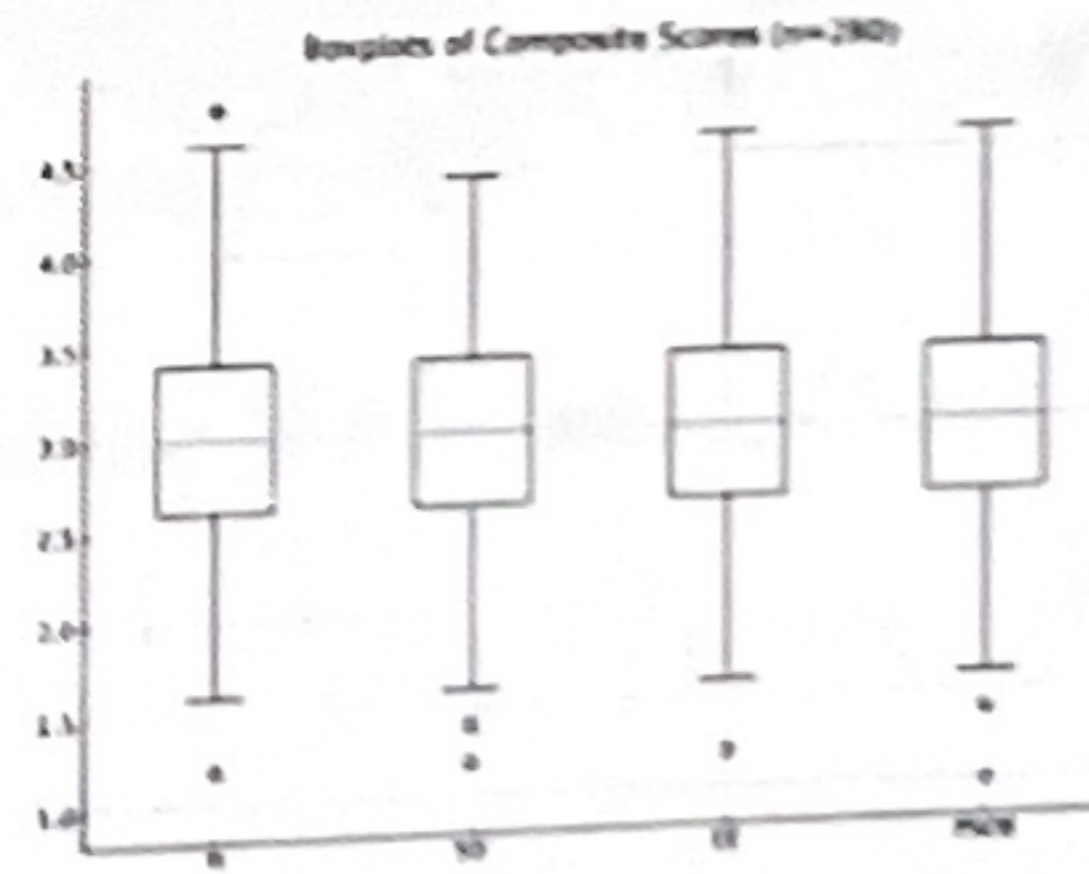
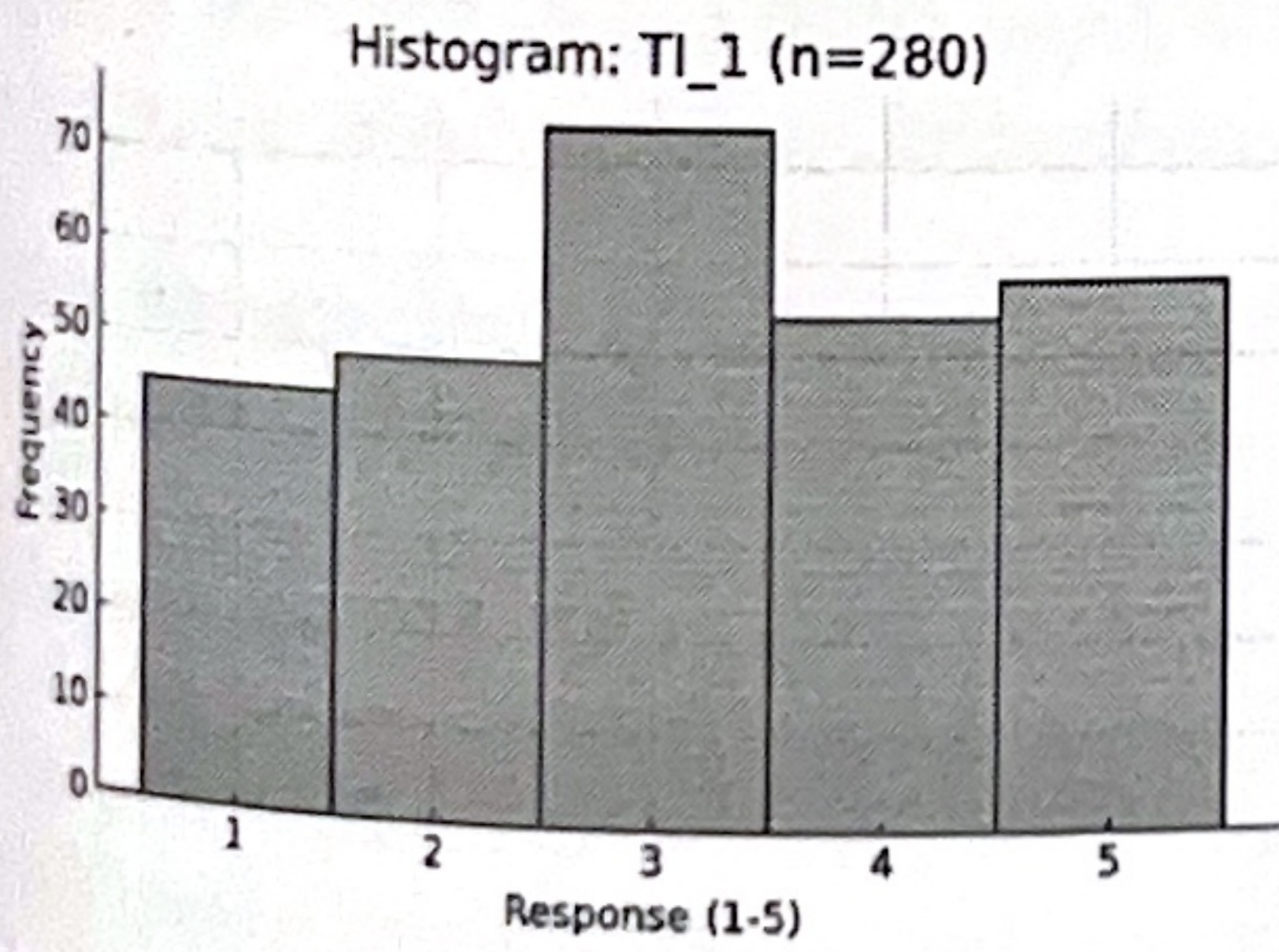
Hypothesis Analysis Interpretation

1. Descriptive Statistics:

- Items show means generally around the midpoint (approx 3.0), indicating moderate agreement on average across Likert items.
- Standard deviations are approximately 1.3 to 1.5 for individual items, implying reasonable variability in responses.
- Skewness and kurtosis are near zero for most items, suggesting distributions are approximately symmetric with no extreme tails.

2. Reliability (Cronbach's Alpha):

- Technology Integration (TI): Cronbach's alpha = 0.113
- Sustainability Orientation (SO): alpha = -0.016
- Employee Engagement (EE): alpha = -0.071
- Pro-Social Organizational Behaviour (PSOB): alpha = -0.098



- Interaction: alpha = 0.065

3. Visualizations:

- Histogram ('TI_1'): shows distribution of responses for TI_1 (most responses around 2-4).
- Boxplots: show composite score distributions for TI, SO, EE, and PSOB, highlighting medians and spread.

Conclusion

Understanding Generation Z's pro-social behavior is critical as this cohort becomes a dominant segment of the global workforce. By examining how technology integration and sustainability orientation influence Gen Z's behavior, this study offers a foundational framework for organizations seeking to foster a workforce that is both digitally advanced and socially responsible. In practice, embracing the insights from this model can help employers design work environments and policies that resonate with Gen Z's values and encourage collaborative, ethical engagement. Ultimately, recognizing and leveraging the interplay of digital innovation and sustainability priorities will be essential for organizations aiming to cultivate an engaged, pro-social Generation Z workforce.

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