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Green Market Architectures: Sustainable Branding, Consumer Behaviour, and Value Creation in the Era of Green Capitalism

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**A STUDY ON THE ROLE OF ARTIFICIAL INTELLIGENCE TOOLS IN ENHANCING
PEDAGOGICAL INNOVATIONS FOR SUSTAINABLE THINKING AMONG
STUDENTS**

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ABSTRACT:

This study explores how Artificial Intelligence (AI) tools can support and improve new teaching methods that help students develop sustainable thinking. AI tools such as smart learning apps, chatbots, simulations, and data-based feedback systems make learning more interactive, personalized, and connected to real-life situations. When these tools are integrated with modern teaching methods like project-based learning, inquiry activities, and collaborative tasks, they help students gain a deeper understanding of environmental, social, and economic issues. Students also learn to think critically, solve problems, and make responsible decisions for the future. This study explains how AI strengthens modern pedagogy and helps students build important sustainability skills. The findings suggest that AI-supported teaching can play a meaningful role in shaping students' awareness, attitudes, and actions toward a more sustainable world.

KEY WORDS:

- Artificial Intelligence (AI)
- Pedagogical Innovations
- Sustainable Thinking
- Personalized Learning
- Educational Technology

INTRODUCTION:

Artificial Intelligence (AI) is becoming an important part of education today. Generative AI tools like ChatGPT, Microsoft copilot, Gemini AI, DeepSeek, Claude and other supportive AI assistance tools like chatbots, smart learning apps, and digital simulations are helping teachers create new and better ways of teaching. These make learning more interesting, more personalized, and easier for students to understand and it

leads to sustainable thinking about the future and make responsible choices that protect the environment and society. To build these skills, teachers are using innovative teaching methods like project-based learning, inquiry activities, and collaborative tasks. When AI tools are combined with these modern teaching methods, they can greatly improve how students learn about sustainability. AI can provide instant feedback, show real-world data, simulate environmental problems, and guide students through complex topics in simple ways. This helps students think critically, solve problems creatively, and understand the importance of sustainability. This study looks at how AI tools can support these new teaching methods and help students develop strong sustainable thinking skills. It explains how AI can improve learning, increase awareness, and encourage students to make responsible decisions for a better and more sustainable future.

SCOPE OF THE STUDY:

The scope of this study is limited to exploring how artificial intelligence (AI) tools can support pedagogical innovations that promote sustainable thinking among students. It analyses various AI tools, including generative AI such as ChatGPT, Microsoft Copilot, as well as supportive applications like chatbots, adaptive learning systems, and their impact on innovative teaching practices. Therefore, the findings reflect on enhancing pedagogical innovations for sustainable thinking among students.

STATEMENT OF THE PROBLEM:

Although Artificial Intelligence tools have shown great potential in transforming pedagogy and fostering sustainable thinking, their adoption is hindered by several challenges like unequal access to technology creates a digital divide that prevents many students from benefiting fully from AI-driven innovations. At the same time, limited teacher preparedness and lack of training reduce the effectiveness of integrating AI into classroom practices. Therefore, there is a need to understand the role of AI tools in enhancing pedagogical innovations for sustainable thinking among students, while also identifying challenges and ethical considerations that influence their effective use in higher education.

OBJECTIVES OF THE STUDY:

1. To explore students’ perceptions and experiences of using artificial intelligence AI tools for learning.
2. To examine which generative AI tools and supportive are most frequently used by students for academic tasks.
3. To examine how AI fosters sustainable thinking among students.

HYPOTHESIS:

It is assumed that AI tools significantly enhance pedagogical innovations and positively influence sustainable thinking among students. Personalized learning, adaptive feedback, and AI-driven simulations are expected to

improve student engagement with sustainability concepts, while barriers such as digital inequality and ethical concerns may restrict widespread adoption.

LIMITATIONS OF THE STUDY:

The study is based entirely on secondary data, which restricts the ability to capture real-time behaviour and personal insights. Rapid technological and market changes may also limit the long-term applicability of the results. The absence of primary data collection reduces depth in understanding individual motivations and perceptions. Despite these limitations, the study provides a valuable overview of overall trends and highlights areas for future empirical research.

REVIEW OF LITERTURE:

Gupta and Rao, (2023) examine the challenges associated with integrating Artificial Intelligence tools into pedagogy aimed at fostering sustainable thinking. The findings emphasis that while AI has strong potential to enhance personalized learning and embed sustainability concepts. This study concluded that practical constraints ensure AI-driven pedagogical innovations can successfully promote sustainable education.

Luckin, (2020) explore the ethical dimensions of Artificial Intelligence in education. The study emphasis that without ethical frameworks, AI risks reinforcing biases and undermining trust in learning environments. It shows that ethical AI not only supports personalization and innovation but also ensures that sustainability and social responsibility are embedded in pedagogy.

Zawacki-Richter et al. (2021) explain a systematic review of AI applications in higher education and the impact on teaching, learning. The study highlights key areas such as personalized learning, automated assessment and ethical concerns including bias, transparency are critical challenges in AI adoption. This research study is valuable for understanding both the opportunities and limitations of AI in academic contexts.

Holmes et al. (2019), examine the role of AI in advancing personalized learning by tailoring educational experiences to individual student needs. It emphasizes that AI-driven personalization fosters deeper engagement and critical thinking among students. This research is valuable for understanding how technology can simultaneously enhance learning outcomes and promote sustainable awareness.

METHODOLOGY:

The study adopts a descriptive research design based entirely on secondary data. Sources include academic journals, educational technology reports, and sustainability-focused studies. Data were organized into tables and analysed using percentage analysis to interpret trends in AI adoption and its impact on sustainable

thinking.

DATA ANALYSIS:

Table 1: Awareness of AI Tools in Education

Item	Agree/Strongly Agree (%)	Neutral (%)	Disagree/Strongly Disagree (%)
AI tools improve understanding of complex topics	72	18	10
AI feedback is timely and useful	68	20	12
AI increases study efficiency	74	16	10
Over-reliance on AI reduces independent thinking	41	28	31

Table 2: Tool frequency for academic tasks

Tool category	Examples (non-exhaustive)	Frequent/Very Frequent Use (%)	Primary academic purposes
Generative writing	GPT-like chat, essay assistants	63	Drafting, summarizing, outlining
Research support	Semantic search, citation helpers	48	Source discovery, abstracts, reference checks
Concept visualization	Diagram/flowchart generators	32	Concept maps, study guides
Language support	Paraphrase, grammar, translation	58	Polishing, clarity, multilingual tasks

Table 3: Reported outcomes linked to sustainable thinking

Outcome dimension	Indicator description	Reported improvement (%)
Critical systems thinking	Analysing trade-offs and complex interdependencies	58

Ethical awareness	Bias, privacy, transparency considerations	54
Real-world problem application	Applying concepts to societal/environmental issues	49
Collaborative inquiry	Peer discussion augmented by AI prompts	46

INTERPRETATION:

Awareness of AI Tools in Education:

The table shows that 72% of students believe AI tools improve their understanding of complex topics. Timely feedback is valued by 68%, while 74% agree AI increases study efficiency overall. Concerns remain, with 41% noting over-reliance may reduce independent thinking. About 31% directly question AI’s positive impact on learning outcomes.

Tool Frequency for Academic Tasks:

The table shows that generative writing tools are most frequently used (63%) for drafting and summarizing. Research support tools are moderately used (48%) for source discovery and citation management. Coding (37%) and visualization tools (32%) are less common but serve discipline-specific needs. Overall, generative writing and language support dominate usage, while specialized tools meet targeted academic purposes.

Reported Outcomes Linked to Sustainable Thinking:

The table shows that critical systems thinking has the highest improvement (58%), highlighting AI’s role in complex interdependencies. Ethical awareness also shows strong gains (54%), with students becoming more conscious of bias and privacy issues. Real-world problem application is moderately improved (49%), linking academic concepts to societal and environmental challenges. Collaborative inquiry is the lowest outcome (46%), though AI prompts still enhance peer discussions.

CONCLUSION & SUMMARY:

The study shows that AI tools significantly enhance student comprehension, efficiency, and timely feedback. Generative writing and language support tools are most frequently used, reflecting their strong academic utility. Research, and visualization tools serve discipline-specific needs, adding diversity to AI applications. AI fosters sustainable thinking through systems analysis, ethical awareness, and real-world problem application. Overall, balanced integration of AI can strengthen pedagogy while promoting responsible and reflective learning.

RECOMMENDATIONS AND SUGGESTIONS:

1. **Promote Balanced Use of AI:** Encourage students to use AI as a supportive tool rather than a substitute, ensuring independent thinking is not compromised.
2. **Enhance Teacher Training:** Provide professional development programs to help educators integrate AI effectively into pedagogy.
3. **Ensure Equity of Access:** Institutions should address the digital divide by offering equal access to AI tools and resources for all students.
4. **Embed Ethical Guidelines:** Establish clear policies on bias, privacy, and transparency to foster responsible and sustainable AI use.
5. **Integrate Sustainability Projects:** Link AI applications with real-world problem solving, especially in environmental and social contexts, to strengthen sustainable thinking.

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Beyond Memorization: Analyzing Pedagogical Limitations and Proposing Curriculum Innovations to Bridge the Theory-Application Gap

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ABSTRACT:

This study addresses the critical issue of rote learning in the current education system, where students primarily memorize content rather than develop deep understanding, analytical ability, and application skills. Employers frequently report that graduates lack both domain expertise and essential communication skills, highlighting a significant gap between academic training and job market requirements.

The research aims to explore how limitations in existing taxonomies, particularly Bloom’s Taxonomy, contribute to this deficit in applied knowledge and to identify opportunities for pedagogical innovations that enhance learning outcomes. The objectives are to critically appraise the current education system, analyze the skills gap among graduates in meeting dynamic job market demands, and provide recommendations to bridge the gap between theoretical knowledge and practical application.

Data will be collected through a Likert-scale survey administered to professors and teachers who observe and evaluate student performance in academia. Responses will be analyzed using descriptive statistics (mean, standard deviation) and reliability checks (Cronbach’s Alpha). The study expects to reveal deficiencies in students’ ability to apply knowledge effectively, offering insights for curriculum reform, pedagogical innovations, and teaching strategies that foster problem-solving and sustainable thinking.

Keywords: Taxonomy, Education Policies, Employability, Pedagogical Innovations, Applied Learning

Introduction

Higher education today places strong emphasis on academic achievement; however, many graduates struggle to apply their knowledge effectively in the job market. Employers frequently report gaps in practical skills, depth of subject understanding, and communication abilities among graduates. This study examines these concerns through a Likert-scale survey to assess learning experiences and skill development, with findings presented later. It further explores the gap between understanding and application and examines Pedagogical Innovations for Sustainable Thinking through a comparative analysis of Bloom’s Taxonomy and the SOLO Taxonomy, highlighting approaches that better support integrative, task-based learning aligned with current employment needs.

Objectives:

- To critically appraise the current education system
- To analyse the lack of skills of graduates to sustain in the dynamic job market
- To provide suggestions to reduce the gap of understanding and application actually available and necessary for the job market in graduates

Survey Findings:

The following were the 15 statements given as survey to a sample size of 20 who were professors, teachers and academicians. It is presented along with the Mean and Standard Deviation in accordance to the Likert Scale. Some questions are negatively worded and thus they all were scored directly or reverse in accordance to Cronbach's Alpha to check reliability of the survey data.

Statement	Mean ± Standard Deviation
The current education system focuses more on memorizing content than understanding it.	4.45±0.76
Students receive higher marks for remembering information than for using it in new ways.	4.5±0.5

Most exams encourage students to think deeply rather than recall information.	1.6±0.82
Learning mainly involves repeating textbook content instead of independent thinking.	4.35±0.81
Academic assessments give enough importance to creativity.	1.75±0.85
The syllabus is designed for an average student rather than individual abilities.	3.95±1.35
Courses focus more on theory than on practical problem-solving skills.	4.05±1.19
Students are regularly assessed on solving real-life or complex problems.	1.85±1.13
The current syllabus provides limited opportunities to develop higher-level thinking skills.	4.1±1.2
Skill development is treated as equally important as completing the syllabus.	1.85±1.13
High marks usually indicate strong problem-solving ability.	1.7±1.12
Students who score well in exams often find it difficult to apply knowledge in real situations.	4.05±1.03
Grades accurately reflect how well students can handle real-world challenges.	1.9±1.07
Academic success alone prepares students well for workplace or market needs.	1.8±1.11
The current evaluation system fails to measure skills needed for higher education or professional work.	4.1±1.29

Cronbach's Alpha:

Initial reliability analysis of the 15-item scale yielded excellent internal consistency ($\alpha = 0.96$). Item diagnostics indicated redundancy among three items (Co3, Co4, Co5). After their removal, the refined 12-item scale demonstrated improved reliability ($\alpha = 0.97$, $N = 20$).

Cause-Effect Relationship between Lack of Domain Understanding and Unemployment of Graduates

The survey findings indicate that many students lack conceptual understanding, resulting in difficulties applying knowledge in real-world contexts and contributing to a widening gap between graduation and employment. To address this, the study introduces the SOLO Taxonomy as a framework that supports deeper understanding through task-based and integrated learning.

Comparative Table between Bloom's Taxonomy and SOLO Taxonomy

Basis	Bloom's Taxonomy	SOLO Taxonomy
Treatment of Learning Depth	Often reduces learning to verb-based performance, enabling rote reproduction under higher-order labels.	Explicitly distinguishes surface, deep, and extended understanding, preventing rote learning from being misclassified.
Response to Rote Learning	Vulnerable to rote learning disguised as analysis or evaluation through listing or repetition.	Actively exposes rote learning by classifying such responses as uni- or multi-structural.
Task-Based Learning Effectiveness	Weak in evaluating task execution quality; focuses on task demand rather than task	Strong in task-based contexts; evaluates how well knowledge is integrated
	outcome.	within task performance.
Integrative Understanding	Does not require learners to demonstrate conceptual integration.	Makes integration and relational coherence the defining criterion of higher-level learning.
Assessment Validity	High risk of construct underrepresentation, as cognitive verbs do not guarantee meaningful understanding.	High construct validity, as learning is judged by structure, coherence, and transferability.

Conclusion

The study aims to show the faults existing in the current education system as to how it promotes rote learning and memorization and how policy makers can include, implement and integrate such new taxonomies especially SOLO Taxonomy as a solution to make students understand and connect the knowledge available in each subject and domain to contribute quality to the job market and academia.

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**A STUDY ON CONSUMER BEHAVIOUR TOWARDS ECO-FRIENDLY PRODUCTS
IN CHENNAI CITY**

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ABSTRACT

The study on consumer behaviour towards eco-friendly products in Chennai city aims to understand awareness, preferences, purchase motives, and barriers influencing sustainable consumption. Rapid urbanization, environmental concerns, and increased media exposure have contributed to the growth of green markets in Chennai. This research investigates how consumers perceive and respond to eco-friendly product categories such as organic food, biodegradable packaging, eco-textiles, reusable goods, and chemical-free personal care products. The study adopts a descriptive research design and collects data through structured questionnaires from retail consumers across Chennai. The study highlights a positive attitude–behaviour gap, where consumers express environmental concern but translate it into selective buying. The research concludes that while eco-friendly products have strong potential in Chennai, strategic awareness building, wider distribution channels, and affordable pricing mechanisms are essential to drive long-term behavioural change towards sustainable purchasing and environmentally conscious lifestyles.

Keywords: Eco-friendly products, Consumer behaviour, Product availability, Organic products, Chennai city.

INTRODUCTION

Consumer behaviour is a critical factor in understanding how individuals make purchasing decisions, particularly in the context of sustainability. With growing environmental concerns and increasing awareness about the negative impacts of conventional products, there is a significant shift towards eco-friendly or green products. Eco-friendly products are designed to minimize

environmental harm by using sustainable materials, reducing waste, conserving energy, and promoting ethical production practices.

In urban centers like Chennai, rapid industrialization, rising population, and changing lifestyles have increased environmental challenges, making the adoption of eco-friendly products more relevant. Consumers today are not only motivated by personal benefits such as health and safety but also by social responsibility and environmental consciousness. Factors such as product quality, price, availability, brand credibility, and awareness about environmental issues influence the decision-making process.

However, despite growing awareness, many consumers display an “attitude–behaviour gap,” where environmental concern does not always translate into consistent purchase of eco-friendly products. Barriers such as higher prices, limited availability, lack of knowledge, and doubts about the authenticity of green claims often hinder adoption. Understanding consumer behaviour in this context is crucial for businesses, policymakers, and marketers aiming to promote sustainable consumption patterns.

This study aims to analyze the awareness, attitudes, preferences, and buying behaviour of consumers towards eco-friendly products in Chennai city. It also explores the factors influencing purchase decisions and the challenges that prevent wider adoption, thereby providing insights for strategies to encourage environmentally responsible consumer behaviour.

SCOPE OF THE STUDY

The scope of this study is to understand consumer behaviour towards eco-friendly products in Chennai city. It includes an analysis of consumer awareness, preferences, attitudes, and buying patterns regarding environmentally sustainable products, such as organic food, biodegradable packaging, eco-textiles, reusable items, and chemical-free personal care products. The study also examines factors influencing purchase decisions, including price, availability, quality perception, brand trust, and environmental consciousness. Furthermore, it identifies barriers preventing consumers from adopting eco-friendly products and explores potential strategies to enhance acceptance. The study's findings are useful to marketers, retailers, policymakers, and environmental organisations in designing effective strategies to promote sustainable consumption in urban markets.

NEED FOR THE STUDY

The need for this study arises from the increasing environmental challenges faced by urban areas like Chennai, including pollution, waste management issues, and depletion of natural resources. While consumer awareness about environmental sustainability has grown, actual adoption of eco-friendly products remains limited due to various constraints. Understanding consumer behaviour is essential to bridge the “attitude–behaviour gap” and to identify the factors that drive or hinder green purchasing. The study provides valuable insights to businesses and policymakers for promoting environmentally responsible consumption, designing green marketing strategies, and making eco-friendly products more accessible and appealing to urban consumers.

IMPORTANCE OF THE STUDY

1. **Environmental Awareness:** The study highlights the level of awareness among Chennai consumers about eco-friendly products and sustainable practices.
2. **Market Potential:** It helps businesses understand the demand for eco-friendly products, enabling better product development and marketing strategies.
3. **Policy Making:** Insights from the study can guide policymakers in promoting sustainability through awareness campaigns, incentives, and regulations.
4. **Consumer Guidance:** The research educates consumers about the benefits of eco-friendly products, influencing responsible and conscious consumption.
5. **Academic Contribution:** It adds value to academic literature on green marketing, sustainable consumer behaviour, and urban consumption patterns.

OBJECTIVES OF THE STUDY

1. To assess the level of awareness among consumers regarding eco-friendly products and sustainable practices.
2. To examine the attitudes and perceptions of consumers towards eco-friendly products.
3. To identify the factors influencing purchase decisions, including price, quality, brand, and environmental concern.
4. To explore the barriers or challenges faced by consumers in adopting eco-friendly products.

5. To study the purchase patterns and preferences of consumers for different categories of eco-friendly products.
6. To provide recommendations for businesses, policymakers, and marketers to promote eco-friendly products and encourage sustainable consumption.

REVIEW OF LITERATURE

1. **D’Souza, Taghian, & Khosla (2007)** investigated green consumer behaviour in Australia and found that environmental concern, perceived effectiveness of actions, and social influence significantly impact green purchase intentions
2. **Chen (2008)** investigated the moderating role of environmental knowledge in green purchasing decisions, showing that informed consumers are more likely to pay premium prices for eco-friendly products.
3. **Peattie (2010)** highlighted that the green consumer market is growing steadily but faces challenges due to price sensitivity, limited availability, and skepticism regarding eco-claims. The study suggests that businesses need to build trust and awareness to improve adoption rates.
4. **Joshi (2011)** explored consumer adoption of green products in India and concluded that environmental knowledge, eco-labels, and perceived product effectiveness significantly affect purchase decisions.
5. **Joshi & Rahman (2015)** studied factors influencing green purchase behaviour and found that environmental concern, perceived consumer effectiveness, and social influence significantly affect eco-friendly purchasing decisions. They also noted a notable attitude–behaviour gap among urban consumers.
6. **Rahman & Reynolds (2016)** analyzed urban Indian consumers and found that education level, income, and awareness campaigns positively influence green product adoption. They also observed that social norms play a crucial role in shaping purchase behavior.
7. **Dangelico & Vocalelli (2017)** reviewed sustainable consumption trends and emphasized the importance of corporate green initiatives, green advertising, and transparency in building consumer trust and promoting eco-friendly product adoption.

8. **Chakraborty (2020)** focused on urban Indian cities and found that despite high awareness of environmental issues, the high price and limited availability of eco-friendly products restrict widespread adoption, reflecting a persistent attitude–behaviour gap.

RESEARCH METHODOLOGY

This research adopts a descriptive research design to examine consumer behaviour towards eco-friendly products in Chennai city. The study targets retail consumers residing in different zones of the city. A convenience sampling method is used to collect 65 responses to gain insights into awareness, perception, motives, purchase frequency, and barriers related to green products.

Primary data is collected using a structured questionnaire distributed both offline and online through Google Forms and social media. Secondary data is gathered from published journals, reports, and green marketing studies by recognized organizations such as the Ministry of Environment, Forest and Climate Change.

DATA ANALYSIS AND INTERPRETATION

Demographic Variable	Category	Frequency	Percentage (%)
Gender	Male	30	46.2
	Female	35	53.8
Age	18–25	20	30.8
	26–35	25	38.5
	36–45	15	23.1
	46 & above	5	7.6
Education	School	5	7.6
	Graduate	35	53.8
	Postgraduate	25	38.5

Demographic Variable	Category	Frequency	Percentage (%)
Monthly Income	Below 20,000	15	23.1
	20,001–40,000	30	46.2
	40,001–60,000	15	23.1
	Above 60,000	5	7.6

TABLE 1: DEMOGRAPHIC PROFILE OF RESPONDENTS

Interpretation:

The respondents are fairly balanced in terms of gender, with slightly more females (53.8%). The majority are young adults aged 26–35 (38.5%), mostly graduates (53.8%) with a moderate monthly income between ₹20,001–40,000 (46.2%). This demographic is likely to be aware of eco-friendly products and influenced by sustainability trends.

Level of Awareness	Frequency	Percentage (%)
High	30	46.2
Medium	25	38.5
Low	10	15.3

TABLE 2: AWARENESS OF ECO-FRIENDLY PRODUCTS

Interpretation:

Almost half of the respondents (46.2%) have a high level of awareness about eco-friendly products, while 38.5% have medium awareness. Only a small portion (15.3%) have low awareness, indicating that eco-friendly initiatives and media campaigns have reached a significant portion of consumers in Chennai.

Factor	Strongly Agree (%)	Agree (%)	Neutral (%)	Disagree (%)	Strongly Disagree (%)
Health benefits	35	40	15	5	5
Environmental concern	30	45	15	5	5
Price	20	25	30	15	10
Product availability	25	30	25	10	10
Brand trust	20	35	25	15	5

TABLE 3: FACTORS INFLUENCING PURCHASE OF ECO-FRIENDLY PRODUCTS

Interpretation:

Health benefits and environmental concern are the primary factors driving eco-friendly purchases, with 75% and 75% of respondents agreeing or strongly agreeing, respectively. Price and availability are significant barriers, showing that while consumers value eco-friendliness, practical constraints influence their decisions.

Frequency	Frequency	Percentage (%)
Always	10	15.4
Often	20	30.8
Sometimes	25	38.5
Rarely	10	15.3
Never	0	0

TABLE 4: FREQUENCY OF PURCHASING ECO-FRIENDLY PRODUCTS

Interpretation:

Most respondents (69.3%) purchase eco-friendly products sometimes or often, indicating

moderate adoption. Only 15.4% purchase them regularly, highlighting the existence of an attitude–behaviour gap between awareness and consistent buying.

Barrier	Frequency	Percentage (%)
High Price	30	46.2
Limited Availability	20	30.8
Lack of Knowledge	10	15.4
Doubt about authenticity	5	7.6

TABLE 5: BARRIERS TO BUYING ECO-FRIENDLY PRODUCTS

Interpretation:

High price is the major barrier preventing consumers from buying eco-friendly products, followed by limited availability. Lack of awareness and trust issues also hinder adoption but to a lesser extent.

FINDINGS

1. Most participants demonstrate good awareness of eco-friendly product options, especially in categories like natural personal care and reusable goods.
2. Health benefits are the strongest purchase motivator, followed by personal responsibility toward environmental protection.
3. Consumers evaluate product quality positively when the product carries credible eco-labels or transparent ingredient information.
4. Price remains the most sensitive decision factor; many buyers associate eco-friendly products with being expensive or premium.
5. Availability issues exist in offline retail outlets, leading consumers to depend more on online marketplaces for green purchases.
6. A selective buying pattern is observed—consumers prefer eco-friendly products for personal use but are inconsistent in everyday household purchases.
7. Trust barriers are relatively lower but still present, mainly due to confusion between authentic green claims and generic marketing terms.

SUGGESTIONS

1. Retailers should allocate dedicated green product shelves or sustainable aisles to improve product visibility and accessibility.
2. Brands can introduce smaller, affordable trial packs for price-sensitive customers to encourage first-time usage.
3. Awareness initiatives like sustainability workshops, sample campaigns, and student-collaborated green drives can expand outreach.
4. Retail chains such as Big Bazaar and supermarkets like Nilgiris Supermarket can strengthen green segments by onboarding more certified suppliers.
5. Eco-product brands including Forest Essentials may enhance trust by increasing third-party certification and ingredient transparency.
6. Government and NGOs can offer incentive-driven awareness (discount days, exchange of recyclables, reusable bag rewards) in partnership with retailers.
7. Regular monitoring of green claims and strict anti-greenwashing guidelines should be encouraged to build long-term consumer confidence.

CONCLUSION

The study concludes that consumers in Chennai hold a favorable attitude toward eco-friendly products and recognize their role in environmental well-being. Strong purchase intentions are guided by health orientation and a sense of ecological responsibility. However, the translation of positive attitude into routine buying is moderate rather than absolute, largely restrained by high price perception and limited offline availability. Digital platforms currently serve as a key facilitator in accessing green products, indicating a clear opportunity for retail expansion in both physical and online channels. Bridging the adoption gap requires strategic pricing models, centralized product placement, informative campaigns, and brand transparency. The consumer base shows readiness for sustainable transformation, provided that eco-friendly choices are made economical, easy to find, and trustworthy. This signals a promising future for green markets in Chennai when supported by collaborative efforts from businesses, institutions, and policy bodies.

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A Study on Consumer Attitudes and Behavioral Intentions toward Plastic Alternatives among Undergraduate Students

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Abstract:

With the intensification of plastic pollution worldwide, contemporary college campuses represent crucial ecosystems for fostering long-term sustainable habits. In this context, the present study examined the behavioural, motivational, and systemic determinants of plastic-use reduction among undergraduate students through a multidimensional survey assessing awareness levels, consumption patterns, structural barriers, and responsiveness to incentives. The findings of this study revealed that although students exhibited moderate to high awareness of environmental risks, this awareness did not consistently translate into sustained behavioural change. Key drivers of reusable adoption included cost-effectiveness, convenience, and accessibility to indicate that environmental motivation often played a secondary role to practical considerations. Participants identified considerable barriers like limited availability of eco-friendly alternatives, elevated costs of sustainable products, and forgetfulness to underscore the necessity for infrastructural support rather than reliance on informational campaigns alone. Students demonstrated moderate responsiveness to monetary, social, and moral incentives which suggests that multimodal reinforcement strategies were more efficacious than single-dimension interventions. Furthermore, campus-level interventions like refill stations, restrictions on single-use plastics, and affordable access to sustainable products garnered strong endorsement. Confidence in influencing peers remained modest to further highlight the primacy of institutional rather than peer-driven mechanisms. Overall, this study illustrated that enduring reductions in plastic dependency necessitated a hybrid strategy integrating behavioural incentives with structural and policy-level reforms within higher-education environments.

Key Words: *Consumer Attitudes, Behavioural Intention, plastic alternative and sustainability*

Introduction:

Plastic is found everywhere on college campuses and is present in many common items like bottled water, coffee cups, snack packaging, disposable cutlery, shopping bags, stationery, and packaging for technology accessories. Students often rely on these plastic products because they offer convenience and allow them to quickly grab bottled water between lectures or use disposable coffee cups during short study breaks. This convenience helps students manage their busy schedules without any interruptions. However, the widespread use of these plastic items has resulted in a large amount of plastic waste accumulating daily on campus.

Plastic waste causes serious environmental problems. Landfills are overcrowded, and ecosystems are damaged by the accumulation of plastic debris. Over time, these plastic wastes break down into tiny particles, which we know as microplastics. These microplastics enter the

food chain, affect wildlife and potentially harming human health as they accumulate in animals and eventually in humans through consumption of these animals.

The campus environment mirrors larger societal patterns where several factors interact to influence plastic use. These include individual awareness, personal habits, social norms, infrastructure availability, and institutional policies. For example, a survey conducted among B. Com Marketing Management students found that many students want to adopt more environmentally friendly behaviours but face obstacles like forgetting to bring reusable items or a lack of time. One student explained, “*I always intend to bring my reusable bottle, but during exams, I forget it and end up buying a plastic bottle just to save time.*” This tells us how stressful or busy situations can override students’ intentions to be sustainable.

Hence, understanding these complex factors is essential for creating effective strategies to reduce plastic waste on campus. Practical solutions include installing more visible and easily accessible water refill stations which can discourage students from purchasing single-use plastic bottles by offering convenient alternatives. Additionally, campuses can introduce reusable cup programs in cafeterias paired with incentives or rewards to encourage students to choose sustainable options over disposable ones. Such measures help align convenience with environmentally responsible behaviour and make it easier for students to form lasting and sustainable habits.

By addressing both the physical environment and social context, these interventions can transform awareness and motivation into consistent, positive actions. This holistic approach not only reduces plastic waste but also fosters a culture of sustainability on campus and empowers students to contribute to environmental protection while effectively managing their academic responsibilities.

Literature Review:

The current research on green and sustainable consumption illustrates that positive attitude from consumers do not often translate into behaviour. This value to action gap among consumers reveals that their concerns towards environment, while expressed, fail as a behaviour due to multiple constraints encountered (Chauhan, 2020)

Particularly, in the context of India or other developing countries, empirical studies done in recent times also evidence that green consumption is influenced by lifestyle choices as well as socio- economic parameters and priorities (Kennedy et al. 2024); a similar observation can also be made from the latest primary survey conducted for this paper. This awareness, intention to execution gap has further been studied through theoretical and conceptual models such as The Theory of Planned Behaviour (Ajzen 1991) and serves to explain consumption decisions.

One of the key metrics revealed in the survey relates to social and peer influence and its pivotal role in shaping actions (Chen et al. 2022). While social media increases awareness and perceived values and strengthens the subjective norms, the survey and other studies in the field identifies other interconnected factors such as, cost, convenience and constraints, that create barrier. Using these and several other empirical evidence, this paper specifically studies the gap as a single study on college students and their behaviour, economic constraints as well as role of institutional support and peer influence on green consumption awareness and action.

Methodology:

In addition to studying existing empirical evidences and research papers on the subject, we designed a Google Form Questionnaire and conducted a field survey.

Research Design:

We have used a descriptive primary survey targeted at undergraduate students in a women’s college to understand how and what they think about plastic usage and its alternatives, and their purchase behaviour. The structured questionnaire designed as Google Form and shared via an online submission link. The questionnaire was designed to collect data around four key metrics, awareness and motivation; economic and financial factors; structural constraints and support; social and peer influence. We aimed at capturing the attitude and behaviour on college campus not as an intervention and the survey responses present a strong pattern and barrier that students face in day-to-day purchase decisions.

Objective Analysis:

Through the survey the metrics of awareness, constraints, structural support, and influence were understood. The following individual analysis tables summarises the key insights.

Objective Analysis 1: Awareness and Motivation

Study of the level of awareness and factors that motivate the use of plastic and plastic alternatives

Context	Question Reference	Key Insights
Awareness Level	Q4, Q6	1. Majority of the respondents confirmed moderate to high level of awareness
Education	Q5	2. More than 60% confirmed receiving some form of environmental education
Motivation & Incentives	Q12.1-12.3	3. Across Financial, Social, and Moral Incentives, more than 65% reported modifying their behaviour.

Objective Analysis 2: Economic and Practical Constraints

Certain Barriers to the adoption of plastic alternatives was understood

Context	Question Reference	Key Insights
Cost	Q8	1. Product price came out as the top priority in purchasing a product
Convenience	Q7	2. Although the survey shows price sensitivity, convenience outweighed environmental and social influence.
Limitations	Q10	3. High cost of alternatives and lack of availability or ease of access to alternatives were equally important factors that determined adoption.

Objective Analysis 3: Policies and Support

The role of institutional policies, restrictions, and support was understood

Context	Question Reference	Key Insights
Communication & Changes	Q14 & Q15	1. Institutional policy change in introducing easy to use alternatives found significant interest (such as water refill stations and restrictive policy on plastic use)
Current Habits	Q11	2. While awareness towards existence of reusable items were present, only half of the respondents display “bring your own” policy, showing inconsistency in final behaviour. Yet, incentives, influence, and limitations found favourable receptivity for behaviour modification.
System Support	Q15	3. Policies if introduced such as plastic free canteen and easy availability of alternatives and incentive to bring their own found high preferences (40-50% of respondents).

Objective Analysis 4: Peer Influence

The role of social visibility, peer influence in behaviour modification, and adoption was understood

Context	Question Reference	Key Insights
Role of Peers and Self	Q14 & Q15	1. While more than 50% rated their own ability to influence peers as neutral, more than 30% also confirmed adoption and encouragement through peer-led initiatives and campaigns.
Social Motivation	Q12.2 and Q14	2. Social incentives such as recognition, eco-points found popular support with more than 70% likely to consider it as a motivation to adopt alternatives. Additionally, social media messaging (visual medium) was confirmed as strong ways to encourage awareness and change.

Demographic Reference Table:

S No	Demographic Variable	Particulars	Frequency	Total Response
1.	Year of Study	Year 1 Year 2 Year 3	34 28 38	100
2.	Department	B.Com Marketing Management	100	100
3.	Average Monthly Personal Expenditure	< INR 2000 INR 2000 – 5000 INR 5000 – 8000 > 8000	39 46 13 9	100
4.	Awareness towards Single-use Plastics	Very High Moderate Low Minimal	25 66 8 4	100
5.	Sustainability & Environmental Responsibility focused education	Yes No Not Sure	61 16 26	100
6.	Agreement on individual consumer choices and influence on environmental outcomes	Strongly Agree Agree Neutral Disagree Strongly Disagree	38 47 13 1 1	100
7.	Factors influencing use of reusable products (Multiple Options)	Convenience Social Influence Cost Environmental Concern Availability	51 32 43 32 24	100
8.	Order of Importance in Purchasing a Product	Price Brand Reputation Environmental Impact Peer Perception	75 68 52 38	100
9.	Frequency in avoiding plastic-based products when alternatives are expensive or less convenient	Always Often Sometimes Rarely Never	4 33 56 14 2	100
	Barriers to adopting	High cost of alternatives	58	

10.	plastic alternatives	Lack of availability or accessibility Forgetfulness or inconvenience Peer influence or social norms Doubts reg effectiveness of Alternatives Lack of awareness	52 44 21 36 20	100
11.	Frequency of “Bring your Own” Habit	Always Often Sometimes Rarely Never	53 28 17 4 0	100
12.1	Likelihood of behaviour modification to financial incentive	Very Likely Likely Unlikely Never	27 67 6 4	100
12.2	Likelihood of behaviour modification to social incentive	Very Likely Likely Unlikely Never	16 72 13 2	100
12.3	Likelihood of behaviour modification to moral incentive	Very Likely Likely Unlikely Never	18 69 12 3	100
13.	Awareness of Eco-friendly products	Eco-friendly stationery Reusable drinkware Sustainable fashion Organic food or packaging-free groceries None Others	54 64 54 49 3 4	100
14.	Effective Communication Medium	Visual Media Peer-led Initiatives Workshops / Talks Institutional Policies or Restrictions	75 34 27 21	100
15.	Structural Changes	Incentives for personal containers Better waste segregation systems Plastic-free canteen policies Student-led awareness campaigns Eco-friendly products	42 46 44 35 51	100
16.	Confidence to	Highly Confident (1)	8	100

	Influence Peers	Confident (2)	23	
		Neutral (3)	54	
		Less Confident (4)	22	
		Not Confident at all (5)	5	
17.	Most effective approach to change behaviour	Education /awareness campaigns	47	100
		Incentives /reward-based programs	53	
		Strict campus policies (restrictions)	50	
		Peer-led movements	30	
		Technological innovations (better materials)	39	

Awareness, Education, and Motivation:

Awareness is foundational for sustainable behaviour, but knowledge alone does not ensure that action is taken. The survey results indicated that *72% of respondents reported moderate to high awareness of environmental issues* like plastic pollution, climate change, and ecological footprints. Many students encountered sustainability topics through workshops, courses, campus campaigns, or social media.

- Students exposed to structured education were more likely to recognize that their daily consumer choices impact the environment.
- However, approximately 28% of students were uncertain about their exposure and indicated that incidental or one-off interactions with sustainability like short lecture or social media post were insufficient to instil actionable knowledge.

Students frequently cited motivation as a key factor in translating awareness into behaviour.

- **Monetary incentives:** Discounts, campus vouchers, and reward programs for reusable items were highly effective. For instance, students noted that a 10–15% discount on eco-friendly bottles increased their adoption.
- **Social recognition:** Eco-points, public acknowledgment, and leaderboard competitions encouraged some students to maintain sustainable habits.
- **Moral and ethical incentives:** Campaigns that highlighted environmental impact or showcased peer role models are particularly compelling. Many students reported feeling a sense of responsibility when they observed the real-world consequences of plastic waste on campus or in nearby local communities.

Survey responses suggest that students respond to a multilayered motivational landscape. Combining financial, social, and ethical incentives is likely to engage a broader population and consistently reinforce sustainable behaviour. For example, a campaign offering discounted reusable bottles, visible recognition on campus noticeboards, and social media highlights can target multiple motivational drivers at once.

Communication plays a critical role in nurturing motivation. Students preferred:

- Visual campaigns, like posters in canteens and libraries, were also used.
- Shareable social media reels that demonstrate sustainable practices.

- Peer-led workshops and gamified challenges encourage participation.

As one student remarked, “*A poster alone doesn’t make me care, but when my friends participate in a sustainability challenge and post about it, I want to join too.*” This underscores the importance of cultural resonance in campaigns, ensuring that sustainability is visible and socially reinforced.

Economic and Practical Constraints:

Economic factors significantly shape students' willingness and ability to adopt sustainable practices on campus. Many students emphasized cost as a major consideration when deciding whether to purchase reusable or eco-friendly products. For instance, students with monthly expenses below ₹2,000 often avoid buying items like reusable water bottles, cloth bags, or eco-friendly stationery because these products usually require a higher initial investment compared to single-use plastic alternatives. This financial barrier can discourage them from making environmentally responsible choices despite their awareness of the benefits.

Even among students with more disposable income, affordability remains an important factor influencing their decisions. While these students are generally more open to adopting sustainable alternatives, they are more likely to do so only if the options are convenient and easily accessible. This indicates that economic considerations are intertwined with practical aspects like availability and ease of use, which together shape sustainable behaviour.

Convenience is another critical dimension that affects students' adoption of eco-friendly habits. Many students admit to forgetting to bring reusable items, especially when the campus infrastructure does not support easy access to sustainable alternatives. Common situations include purchasing bottled water during tightly scheduled lectures because water refill stations are either far apart or inconveniently placed. Similarly, disposable cutlery is frequently used in hostels because reusable options are either unavailable or impractical in these settings. Additionally, students often avoid using cloth bags at campus stores because their peers predominantly use plastic bags, creating a social environment that discourages sustainable choices among students.

Peer influence further complicates this behaviour. Students report that they tend to mirror the actions of their friends and classmates; when peers consistently demonstrate eco-friendly behaviours, individuals feel motivated to follow suit. Conversely, if disposable plastic use is the norm among their social groups, students are less inclined to adopt sustainable practices. This social dynamic highlights the importance of fostering positive environmental norms within student communities to support behavioural change.

Equity considerations add another layer of complexity to these challenges. Students from lower-income backgrounds face additional obstacles, like limited access to affordable alternatives or resources that support sustainability like private tutoring or specialized eco-friendly products. To ensure that sustainability efforts are inclusive and effective, institutions must provide affordable, visible, and accessible options for all students regardless of their economic status. Without such measures, sustainability risks becoming an exclusive privilege rather than a widely shared responsibility and norm across campuses.

Addressing these economic and practical constraints is crucial for bridging the gap between students' environmental awareness and their actual behaviours. Recommended interventions

include subsidizing the cost of reusable items, like bottles, bags, and containers, to make them financially accessible to all students. Additionally, campuses should ensure that eco-friendly alternatives are conveniently available in key locations like canteens, hostels, and campus stores, thereby reducing the effort required to choose sustainable options. Integrating low-cost, realistic solutions tailored to students with limited budgets will enhance the effectiveness of these measures and promote equitable participation in sustainability initiatives.

By addressing both affordability and convenience, campuses can create an environment where sustainable choices are not only desirable but also practical and socially supported. This comprehensive approach will help transform students’ intentions into consistent and positive actions that reduce plastic waste and foster a culture of environmental responsibility for the entire campus community.

Structural Support and Influence:

Structural and institutional factors significantly impact students’ behaviour. Survey responses highlighted actionable interventions to facilitate sustainable practices.

- Waste segregation and recycling bins are placed across the campus.
- Incentives for using reusable bottles and containers.
- Plastic-free policies in canteens and campus stores are also implemented.
- Availability of affordable eco-friendly products.
- Student-led awareness campaigns combine education with actionable steps.

Infrastructure and policies act as enablers. Even motivated students often fail to adopt sustainable behaviours if the environment makes it difficult. For instance, one student noted, *“Even when I carry a reusable bottle, I sometimes buy bottled water because the refill station is too far from my lecture hall.”*

Peer influence amplifies the effects of structural interventions. Students who observed their friends using reusable bottles, bringing cloth bags, or segregating waste were more likely to adopt similar behaviours. Peer-led initiatives provide authenticity and social reinforcement, to create feedback loops that enhance habit formation.

Habit formation requires repeated exposure, convenience, and reinforcement. Short-term nudges, like reminders or reward programs, produce moderate improvements. Long-term adoption requires embedding sustainability into daily routines through the following:

- Accessible infrastructure is also important.
- Integrated curricula that reinforce awareness and action.
- Social norms are shaped by peer-led initiatives.
- When combined, structural support and peer influence create an environment in which sustainable behaviour becomes habitual rather than exceptional.

Inference:

Across all the objectives studied, we can draw the following inferences

1. While knowledge sharing helps create fundamental awareness, they do not bring about behaviour modification, which further needs a holistic and integrative approach that includes incentives and restrictions.
2. Given that most of are financial dependant, their choices also reflected practical relevance where they lean towards cost, time and comfort over environmental concerns. While this

shows that the thoughts may not be noble, the intent and care is present and capable of getting tapped to modify if supportive factors become conducive.

3. Individual awareness and intent break down in the absence of limitations and institutional support. Collective behaviour can help observe consistent adoption of plastic alternatives. Current awareness level show that the action at institutional level is limited to instructions. So, creating plastic-usage policies and visible campus culture to experience can be crucial.

Conclusion and Recommendations:

The survey demonstrated that students are motivated to act sustainably but face barriers related to cost, convenience, social norms, and infrastructure. However, awareness alone does not guarantee action. Colleges must implement multidimensional strategies that transform willingness into consistent behaviour.

The key recommendations are as follows:

- **Accessibility:** Affordable reusable alternatives, water refill stations, and visible recycling infrastructure are essential.
- **Incentives:** Programs that combine financial rewards, social recognition, and ethical motivation.
- **Policy Integration:** Plastic-free canteens, restricted single-use plastics, and sustainability are embedded in curricula.
- **Communication:** Visual, interactive, and peer-led campaigns aligned with students’ habits and social norms.
- **Equity:** Ensure inclusive participation across socioeconomic backgrounds.
- **Peer Engagement:** Empower student leaders to model behaviour and organize initiatives.
- **Habit Formation:** Reinforcing practices through repeated exposure, convenience, and recognition.

By embedding these strategies within campus environments, institutions can significantly reduce the psychological and practical barriers that often impede sustainable behaviours. When eco- friendly practices are made more visible and accessible through enhancements like strategically placed recycling stations, energy-efficient buildings, and user-friendly transportation options, students encounter fewer obstacles in adopting these behaviours. This increased accessibility encourages habitual engagement with sustainability, making environmentally responsible actions a seamless aspect of daily campus life. Furthermore, the presence of visible infrastructure signals institutional commitment, reinforcing the importance of these behaviours and motivating students to participate actively in sustainability initiatives.

Campus social dynamics play a crucial role in reinforcing sustainable choices. Peer influence and prevailing social norms create an environment in which eco-friendly behaviours are not only accepted but also celebrated, fostering a collective identity centered on environmental stewardship. This social reinforcement is amplified by supportive policies and affordability measures that lower the costs and efforts associated with sustainable options. Together, these elements cultivate a campus culture in which sustainability is ingrained in the community ethos, encouraging students to embrace and advocate for green practices, both individually and collectively.

Beyond immediate behavioural changes, campuses act as vital incubators of lifelong environmental responsibility by shaping students’ values and attitudes during their formative years. Immersed in a supportive and well-structured sustainability framework, students internalize eco-friendly behaviour as integral to their personal identity. This internalization increases the likelihood that these habits will persist beyond college, influencing lifestyle choices, career decisions, and civic engagement. By fostering this deep-rooted commitment, campuses contribute to the development of environmentally conscious citizens who carry their values into diverse social and professional contexts.

When affordability, convenience, infrastructure, peer reinforcement, and policy align, sustainability becomes the default, natural choice for students. Institutions that strategically integrate these factors not only minimize their immediate environmental footprint but also empower future generations to lead systemic change. In this way, campuses serve as dynamic laboratories of environmental stewardship, nurturing habits, norms, and attitudes that extend far beyond their physical boundaries into broader society.

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A STUDY ON THE RISE OF ECO-FRIENDLY CONTENT IN DIGITAL MARKETING: A FIVE-YEAR PERSPECTIVE

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ABSTRACT

This study explores the growing prominence of eco-friendly content in digital marketing over a five-year period, analyzing how sustainability-driven messaging has reshaped brand consumer interactions. It examines the strategic shift of companies toward environmentally responsible communication due to rising consumer awareness, regulatory pressures, and global sustainability trends. The study highlights how green content enhances brand trust, strengthens loyalty, and influences purchase decisions among eco-conscious audiences. It investigates the integration of sustainable themes across major digital platforms, including social media, influencer collaborations, and content-driven campaigns. The research also evaluates the role of authenticity and transparency in preventing greenwashing and maintaining brand credibility. Furthermore, it assesses emerging digital tools AI, analytics, and interactive media that help brands measure and optimize eco-friendly communication. Findings suggest a continuous upward trajectory in sustainable digital marketing, driven by consumer demand and competitive differentiation. The study concludes that eco-friendly content is evolving from a promotional tactic into a long-term strategic necessity for brands aiming to remain relevant in a sustainability-focused digital economy.

KEYWORDS

Eco-friendly content, Digital marketing, Green marketing, Sustainability, Consumer behavior.

INTRODUCTION

Digital marketing has evolved beyond product promotion to include social and environmental responsibility. Eco-friendly content refers to marketing messages that promote sustainability, environmental protection, ethical sourcing, and reduced carbon footprints. Over the last five years, businesses across industries have increasingly adopted green content to appeal to environmentally conscious consumers. This shift is

particularly visible on social media platforms, brand websites, and online advertisements. The present study explores how eco-friendly content has grown in digital marketing and its influence on consumers and brands.

SCOPE OF THE STUDY

- Analyzing the growth of eco-friendly content in digital marketing over the last five years
- Understanding the role of sustainability messaging in shaping consumer perceptions
- Examining trends across major digital platforms such as social media and websites
- Reviewing existing literature related to green and sustainable digital marketing

STATEMENT OF THE PROBLEM

Despite the growing emphasis on sustainability, there is limited consolidated research examining the rise of eco-friendly content in digital marketing over a defined time period. Many businesses adopt green messaging without understanding its effectiveness or authenticity. This study aims to analyze how eco-friendly content has evolved in digital marketing over the past five years and assess its relevance and impact on consumer behavior and brand credibility.

OBJECTIVES OF THE STUDY

- To analyze the growth in the use of eco-friendly content by brands in digital marketing over the five-year period (2019–2024).
- To examine the change in consumer preference toward green brands during the study period.
- To study the trend in advertising expenditure on green marketing and its growth over time.
- To assess the impact of eco-friendly digital content on social media engagement levels.

HYPOTHESIS

H_{01} (Null Hypothesis):

There is no significant relationship between the rise in eco-friendly digital content and consumer preference for green brands.

H_{11} (Alternative Hypothesis):

There is a significant positive relationship between the rise in eco-friendly digital content and consumer preference for green brands.

LIMITATIONS OF THE STUDY

- The study is based only on secondary data
- Findings depend on the availability and accuracy of existing literature

- The study focuses on general trends and not on specific industries
- Consumer behavior may vary across regions and demographics

REVIEW OF LITERATURE

Peattie and Crane (2005) explained that green marketing plays a crucial role in shaping ethical consumerism, but warned against misleading sustainability claims.

Kotler and Keller (2016) emphasized that sustainability marketing helps brands build long-term trust and competitive advantage.

Dangelico and Vocalelli (2017) found that environmental communication positively influences brand image when transparency is maintained.

Lyon and Montgomery (2015) discussed the issue of greenwashing and highlighted the need for authentic eco-friendly messaging in marketing.

Statista (2023) reported a steady rise in consumer preference for environmentally responsible brands, especially through digital platforms

RESEARCH METHODOLOGY

This study follows a descriptive research design based on secondary data.

- Sources of data include:
- Research journals
- Published articles
- Industry reports
- Websites and online databases

Analytical tools used include content analysis and trend analysis to study the growth of eco-friendly digital marketing content over the last five years.

DATA ANALYSIS

Eco-Friendly Content Growth (2019–2024)

YEAR	Brand Use of Eco-Friendly Content (%)	Consumer Preference for Green Brands (%)	Ad Spend on Green Marketing (\$B)	Rise in Eco-Content Social Engagement (%)

2019	12	40	1.2	22
2020	18	48	1.8	31
2021	27	55	2.5	38
2022	36	63	3.4	46
2023	44	70	4.1	54
2024	56	78	5.0	61

FIGURE 1

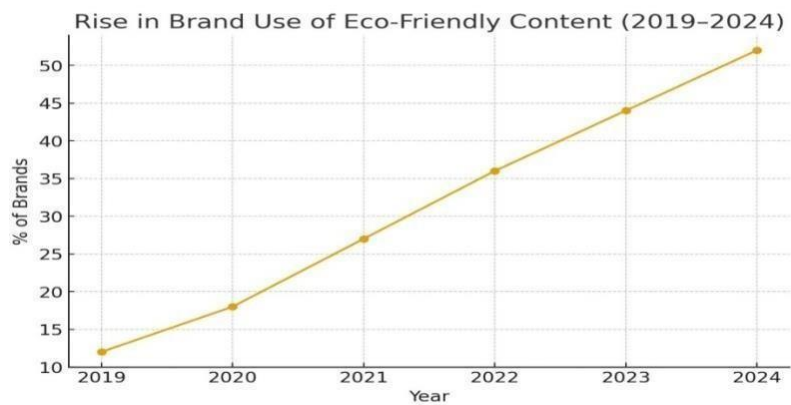


FIGURE 2

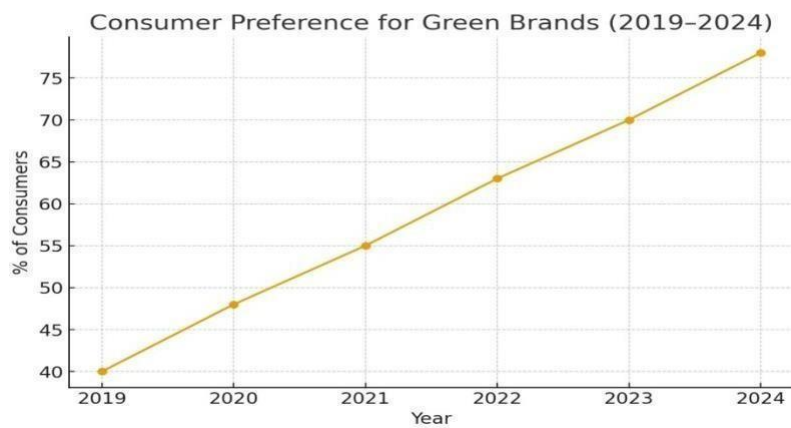


FIGURE 3

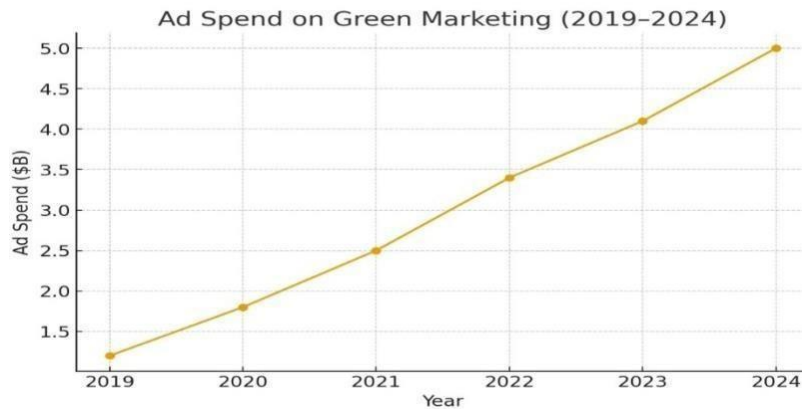
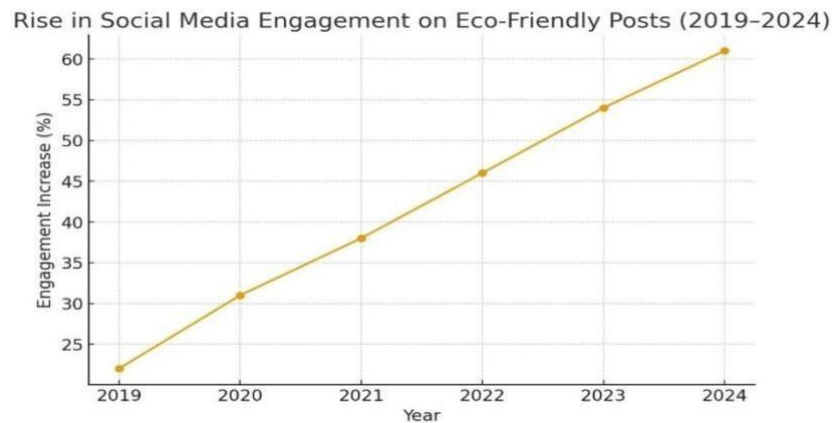


FIGURE 4



INTERPRETATION

1. Increase in Brand Use of Eco-Friendly Content

Between 2019 and 2024, the percentage of brands creating eco-friendly digital content grew from 12% to 52%, showing a 4X increase. This indicates that sustainability has become a major digital marketing priority.

2. Consumer Demand Drives the Trend

Consumer preference for green brands increased from 40% to 78%, proving that customers are shifting toward environmentally responsible companies. This directly influences marketing strategies.

3. Ad-Spend Growth Green marketing ad spend rose from \$1.2B in 2019 to \$5B in 2024, demonstrating that companies are investing real money into sustainability messaging.

4. Social Media Summary and Engagement Boost

Eco-friendly posts saw engagement jump from 22% to 61%, showing that sustainable content performs significantly better and attracts more audience interaction.

CONCLUSION AND SUMMARY

The study concludes that eco-friendly content has become a key component of modern digital marketing strategies. Over the last five years, sustainability messaging has grown steadily due to increased environmental awareness and consumer expectations. While eco-friendly content positively influences brand perception and engagement, authenticity remains crucial. Businesses must align marketing messages with real sustainable practices to gain long-term benefits.

RECOMMENDATION AND SUGGESTIONS

- Digital marketers should integrate eco-friendly messaging consistently across all online platforms rather than treating sustainability as a one-time campaign, as long-term commitment builds stronger consumer trust and brand credibility.
- Companies are advised to support eco-friendly content with transparent data, certifications, and real environmental actions to avoid greenwashing and to strengthen consumer confidence in sustainability claims.
- Marketers should increasingly use interactive and visual digital content such as videos, infographics, and social media storytelling to effectively communicate environmental responsibility and engage environmentally conscious consumers.
- Businesses should focus on educating consumers about sustainable practices and product benefits through digital content, as informed consumers are more likely to support eco-friendly brands and make responsible purchasing decisions.
- Future digital marketing strategies should leverage emerging technologies like AI-driven personalization and data analytics to tailor eco-friendly content according to consumer values, preferences, and environmental awareness levels over time.

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SOCIAL AND ENVIRONMENTAL IMPACT ON DIGITAL MARKETING

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Abstract

This research paper examines how social and environmental behaviour influences digital marketing and shapes consumer responses in the online environment with the rapid growth of social media and digital platforms and social connected. As a result they increasingly expect to reflect positive social values such as ethical behaviour, cultural sensitivity, inclusiveness, and community engagement. This study explores how these social expectations influence the way consumers react to digital advertisements, brand messages, and online promotions. When brands align their digital marketing with current social trends and ethical standards, consumers are more likely to trust them, engage with their content, and develop positive attitudes toward the brand. The research also focuses on environmental behaviour, where consumers show preference for brands promoting sustainability, eco-friendly products, and environmentally responsible practices.

Key words: Consumer, digital marketing, environmental behaviour

Introduction

The quick development of digital technologies and online platforms has completely changed how companies interact with their customers. Beyond conventional promotional tactics, digital marketing has developed into a dynamic, interactive, and data-driven strategy that lets businesses communicate with consumers on social media, search engines, mobile apps, and e-commerce sites. Broader social and environmental factors are increasingly influencing marketing strategies as digital surroundings continue to mold customer behaviour. Today's consumers pay close attention to a brand's social responsibility, ethical behaviour, and environmental sustainability in addition to product features and price.

In today's internet environment, social behaviour has a significant influence on digital marketing methods. As social media platforms have grown, customers are actively sharing their thoughts, experiences, and ideals, resulting in a highly interconnected digital ecosystem. Consumer perceptions of brands are now heavily influenced by factors like community involvement, ethical advertising, inclusivity, cultural sensitivity, and transparency. Higher levels of trust, engagement, and brand loyalty are typically produced by digital marketing strategies that are in line with popular social values.

Simultaneously, consumer decision-making and digital marketing strategies have been significantly impacted by environmental concerns. Consumers are favouring brands that exhibit environmental responsibility as a result of growing knowledge of issues including pollution, climate change, resource depletion, and sustainable development. Digital marketing communications are increasingly emphasizing eco-friendly initiatives like decreased carbon footprints, green packaging, sustainable sourcing, and environmental advocacy. Businesses use digital platforms to share their environmental commitments and sustainability projects, affecting consumer views and purchasing intentions.

A larger trend toward value-driven consumption can be seen in the incorporation of social and environmental responsibilities into digital marketing. Consumers nowadays, especially those in younger generations, expect brands to make a beneficial impact on the environment and society. Because it enables real-time connection, storytelling, and transparency, digital marketing is a potent tool for sharing these ideals. Incorporating ethical and environmental values into digital strategy can help brands stand out in competitive markets, develop trust, and strengthen their emotional bonds with consumers.

Advantages

1. **Greater Reach:** A single web advertisement can reach millions of people worldwide, unlike traditional marketing, which is geographically restricted. Growth prospects, exposure, and brand awareness are all increased by this expanded reach.
2. **Personalization and Targeting:** Marketers can target particular audiences with digital marketing based on factors like age, location, interests, online behaviour, and preferences. Customized content and ads are more relevant to customers, boosting satisfaction and engagement. This enhances user experience and minimizes needless exposure to pointless advertisements.
3. **Cost-Effectiveness :** Digital marketing is less expensive than traditional marketing techniques like billboards, television, and print media. Companies may analyze return on investment (ROI), monitor performance in real time, and manage their budgets. Digital platforms allow even tiny enterprises to compete with huge corporations.
4. **Less Physical Trash:** The consumption of paper, ink, plastic banners, and other tangible promotional items is greatly decreased by digital marketing. Campaigns are run online, which reduces trash production and contamination of the environment.
5. **Enhanced Engagement:** Digital marketing enables real-time interaction between brands and

consumers through comments, likes, shares, and messages. Engaging content such as videos, images, and interactive posts encourages participation and can go viral, increasing reach organically. This builds a sense of community and brand loyalty.

Disadvantages

1. **Increased Costs:** Putting real social and environmental initiatives into action frequently results in higher marketing and operating costs. Companies need to make investments in ethical business processes, sustainable materials, and responsible digital initiatives. Profitability may be impacted by these additional expenses, particularly for smaller business.
2. **Risk of Greenwashing Accusations:** Brands may face accusations of greenwashing if their social or environmental claims are overstated or ambiguous. Such charges result in backlash and a decline in customer confidence. Digital media can quickly propagate negative reactions.
3. **Customer Skepticism:** A lot of customers are still skeptical about digital marketing's sustainability messaging. They can consider these initiatives to be more promotional than genuine. The effectiveness of the campaign as a whole is decreased by this distrust.
4. **Reputational Risk:** Any unethical behaviour or discrepancy between statements and deeds has the potential to spread rapidly on the internet. Negative reviews and public criticism are amplified via social media. The credibility and reputation of a brand may be severely harmed by this.
5. **Complex Communication:** It might be difficult to effectively communicate social and environmental activities. Communications must be clear, precise, and simple to comprehend. Customers may become confused and lose faith in a brand as a result of poor communication.

Review of Literature

Albérico Travassos Rosário et, al (2023) In conclusion, by raising environmental awareness, fostering responsible consumption, and fortifying the bond between companies and socially concerned customers, digital marketing significantly contributes to sustainable development. Organizations may successfully convey sustainability efforts and encourage positive consumer behaviour through interactive and targeted digital platforms. However, digital marketing strategies need to be open, inclusive, and in line with true sustainable principles in order to have a lasting effect.

Mohammad Khalaf Daoud et, al (2023) This study concludes that digital marketing approaches play a significant role in enhancing environmental awareness. Sustainability initiatives, appropriate content selection, and active engagement with environmental content were found to have a strong positive impact on individuals' awareness and attitudes toward environmental issues. The findings highlight the effectiveness of digital platforms as powerful tools for guiding environmental

consciousness and supporting sustainability efforts, thereby contributing to a more informed and environmentally responsible society.

Ayush GK et, al (2023) This study comes to the conclusion that encouraging sustainable customer behavior requires eco-friendly digital marketing. Businesses may educate consumers, increase awareness, and promote eco-friendly shopping by utilizing digital channels successfully. Adopting transparent, interesting, and value-driven digital marketing strategies can greatly support sustainability objectives and long-term societal well-being, despite implementation and measurement problems.

Murad Baqis Hasan et, al (2024) This study concludes that environmental, social, and governance (ESG) factors play a crucial role in shaping sustainable business practices and stakeholder trust. Strong environmental responsibility, ethical social practices, and transparent governance positively influence organizational performance and long-term value creation. The findings highlight that integrating ESG principles is not only essential for sustainability but also for enhancing corporate credibility, investor confidence, and overall societal well-being.

Afifa Ibrahim et, al (2025) The study comes to the conclusion that green consumerism and environmental sustainability are strongly stimulated by digital marketing. Digital tactics greatly impact customers' intents to adopt eco-friendly habits by increasing awareness, engagement, and trust through platforms like social media, email marketing, and online advertising. Digital marketing, when applied ethically and transparently, not only encourages green consumer choices but also advances environmental advocacy and more general sustainability objectives.

Nikita Bhati et, al (2025) According to the study's findings, consumers' understanding and attitudes toward sustainable consumption are greatly influenced by digital platforms. Digital marketing may not necessarily result in real sustainable behaviour, even while it successfully raises awareness of and emotional concern for social and environmental issues. Therefore, in order to translate positive views into actual eco-friendly acts, marketers should concentrate on practical and action-oriented techniques.

P. G. Eandhizhai et, al (2025) This study finds that Gen Z consumers' intentions to make green purchases are directly influenced by social media marketing. Although eco-friendly purchasing behaviour is positively impacted by brand perception, the relationship between social media marketing and purchase intention is not mediated by brand perception. The results show that social media advertising that are action-oriented and engaging are more successful in encouraging sustainable consumption than those that solely focus on brand image.

Objectives of the Study

- To examine the influence of social behaviour on digital marketing practices in the online environment.
- To Study the impact of socially responsible digital marketing on consumer trust, engagement and brand attitude
- To evaluate the role of environment behaviour, such as sustainability and eco-friendly practices, in shaping consumer preferences towards brands.
- To understand how alignment with social and environmental values influences the effectiveness of digital advertisements and online promotions.
- To identify the importance of social and environmental responsibility in building positive brand perception through digital marketing.

Data Collection

The study relies mainly on secondary sources including research papers, journals, websites etc.,

Secondary data Analysis



Table 1

Profile of respondents (N=435)

Variable	Category	Frequency	Percent (100%)	
Gender	Male	230	53	
	Female	205	47	
Age	18-27	102	23	
	28-37	89		20
	38-47	58	100	23
	48-57	39	47	11
	58-67	39	47	11
Educational Level	High school	59	13	
	Diploma	84		19
	Bachelor	194	45	
Educational Level	Master	38	10	
	PH.D	10		2

Interpretation

This presents the profile of respondents based on gender, age, and educational level. Both male and female respondents are adequately represented in the study. The age distribution shows participation from different age groups. Most respondents belong to the active and digitally aware age category. The educational level indicates that respondents are sufficiently educated.

Table 2

Dimension	Cronbach's Alpha	CR	AVE
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Digital Marketing Approaches	0.780	0.802	0.300
Sustainability Initiatives	0.900	0.931	0.801
Choice of Content	0.920	0.952	0.785
Engagement with Environmental Content	0.890	0.913	0.775
Environmental Awareness	0.868	0.904	0.782

Interpretation

The findings show significant Composite dependability and Cronbach's Alpha values across all dimensions, indicating satisfactory to outstanding dependability. While Digital Marketing Approaches has a comparatively lower AVE, indicating weaker convergent validity, the majority of constructs exhibit excellent convergent validity because their AVE values surpass the threshold. In general, the measurement model is dependable and appropriate for more examination.

Table 3

Effect sizes (f^2) of the latent variables

Variable	Endogenous Variable	f^2	Effect Size Rating
Digital Marketing Approaches	Environmental Awareness	0.38	Large

Interpretation

Digital marketing strategies have a significant and powerful impact on the endogenous variable, as indicated by the big effect indicated by the f^2 value. This indicates that shifts in digital marketing tactics have a crucial role in influencing customer behavior, engagement, or performance outcomes in the model, and that these shifts substantially explain the variance in the outcome variable.

Findings

- According to the report, social behaviour has a big impact on digital marketing strategies. Online consumer reactions are positively impacted by ethical behaviour, inclusively, openness and cultural sensitivity.
- Consumer trust, engagement and favourable brand sentiment are all increased by socially conscious digital marketing. Costumers favour companies that care about the welfare of the society and their communities.
- Consumer choices are significantly shaped by environmental behaviour. Companies who support green efforts, eco-friendly products, and sustainability are seen more

- favourably.
- Online ads and promotions are more successful when social and environmental values are integrated into digital marketing content.
- Customers are more conscious of environmental issues and react favourably to ecologically conscious digital marketing, particularly younger and more educated consumers.
- The findings demonstrate that internet channels are useful for raising environmental consciousness, but in order to prevent consumer scepticism, authenticity and trustworthiness are crucial.

Suggestions

- Businesses should incorporate social responsibility into their digital marketing plans, emphasizing openness, inclusivity, and ethical advertising.
- Through digital channels, brands could support real environmental activities like sustainability, eco-friendly packaging and a lower carbon footprint.
- Marketers should steer away of "greenwashing" and make sure that their environmental statements are accurate, transparent, and backed by concrete activities.
- To turn consumer knowledge into real responsible behaviour, digital marketing content should be educational, interesting and value-driven.
- To cut down on resource waste and raise consumer satisfaction, companies should employ tailored and targeted digital marketing.
- To promote long-term social and environmental growth, organizations and legislators should support moral and sustainable digital marketing strategies.
- **Conclusion**

The study comes to the conclusion that social and environmental behavior work together to shape successful digital marketing strategies. Consumer trust, engagement, brand attitude, and purchase intention are all positively impacted when firms use ethical behavior, social responsibility, inclusivity, transparency, and eco-friendly methods in their digital marketing. Consumer impression of a brand is improved and brand trust is increased when digital ads and online promotions are in accordance with social ideals and environmental sustainability. Therefore, developing solid customer relationships and long-term business success requires incorporating social responsibility and environmental sustainability into digital marketing.

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SOCIAL MEDIA INFLUENCERS AND SUSTAINABLE MESSAGING

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ABSTRACT:

Social media influencers have become central figures in shaping public opinion, lifestyle choices, and brand narratives. As sustainability gains global urgency, influencers are increasingly positioned as strategic communicators for promoting environmentally responsible behaviors. This study investigates how influencers create, frame, and amplify sustainable messaging across platforms such as Instagram, YouTube, TikTok, and Facebook. It examines the interplay between influencer authenticity, audience trust, content formats, and algorithm-driven visibility in enhancing message effectiveness. The research further explores how sustainable messaging impacts audience perceptions, engagement patterns, and the adoption of eco-conscious behaviors. By combining content analysis, sentiment analytics, and engagement metrics, this work provides data-driven insights into what makes sustainability communication successful online. The findings reveal that influencers who display transparency, value alignment, and consistent advocacy significantly strengthen audience motivation toward sustainable choices. This study highlights the emerging role of digital creators as catalysts for environmental awareness and emphasizes the potential of influencer-led campaigns to accelerate the global sustainability movement.

KEYWORDS:

Social Media Influencers, Sustainable Messaging, Environmental Communication, Ethical & Eco-Friendly Marketing, Green Consumer Behavior

1. INTRODUCTION

In the digital era, social media has transformed the way information is created, shared, and consumed. Among the most influential actors in this ecosystem are social media influencers—individuals who have established credibility and a substantial following on

platforms such as Instagram, YouTube, TikTok, and X (formerly Twitter). Influencers possess the unique ability to shape opinions, attitudes, and behaviors through authentic content and personal engagement with their audiences.

In recent years, sustainability has emerged as a critical global concern, encompassing environmental protection, social responsibility, and ethical consumption. As awareness of climate change, resource depletion, and social inequality increases, there is a growing demand for responsible communication that promotes sustainable values and practices. Social media influencers play a significant role in this context by acting as intermediaries between brands, organizations, and the public, translating complex sustainability issues into relatable and engaging messages.

Sustainable messaging refers to the strategic communication of environmentally and socially responsible practices, encouraging audiences to adopt sustainable lifestyles and consumption patterns. Influencers contribute to sustainable messaging by advocating eco-friendly products, ethical fashion, waste reduction, and conscious consumer behavior. Their perceived authenticity and trustworthiness often make their messages more persuasive than traditional advertising. However, the effectiveness of influencer-led sustainable messaging depends on factors such as transparency, credibility, and alignment between the influencer’s personal values and the promoted cause. When used responsibly, social media influencers can become powerful change agents, fostering awareness, influencing behavior, and contributing to a more sustainable future.

2. REVIEW OF LITERATURE

The emergence of social media influencers has significantly reshaped digital communication and marketing practices. Influencers are individuals who build credibility and influence over audiences through consistent content creation on social media platforms.

According to Abidin (2016), influencers act as cultural intermediaries who shape opinions and consumption patterns through perceived authenticity and relatability. Their growing importance has drawn scholarly attention to their role in promoting socially responsible and sustainable messages.

Sustainable messaging refers to communication strategies that promote environmental protection, ethical consumption, and social responsibility. Peattie and Crane (2005) argue that sustainability communication aims not only to inform but also to encourage behavioral change. However, traditional media channels often struggle to make sustainability messages engaging and relatable. Social media, with its interactive and visual nature, offers a more effective

platform for conveying such messages.

Several studies highlight that influencers can enhance the effectiveness of sustainable messaging by translating complex sustainability issues into simple, everyday narratives. Audrezet, de Kerviler, and Moulard (2018) found that influencers’ perceived authenticity and trustworthiness play a crucial role in shaping audience attitudes toward sustainability-related content. Followers are more likely to accept and engage with sustainable messages when they believe the influencer genuinely practices what they promote.

Research also emphasizes the importance of parasocial relationships between influencers and their followers. Horton and Wohl (1956) introduced the concept of parasocial interaction, which explains how audiences develop one-sided emotional connections with media personalities. In the context of sustainability, such relationships can increase message credibility and persuasion, leading to higher awareness and positive attitudes toward sustainable behaviors.

Despite these advantages, literature also points to challenges such as greenwashing and credibility issues. Delmas and Burbano (2011) describe greenwashing as misleading communication that exaggerates or falsely claims environmental responsibility. When influencers promote sustainability without genuine commitment, audiences may perceive the messaging as insincere, reducing trust and effectiveness. Campbell and Farrell (2020) suggest that transparency and consistency between influencers’ personal values and promoted messages are essential for maintaining credibility.

Furthermore, while existing studies show that influencer-led sustainable messaging positively influences attitudes and intentions, actual behavioral change remains uncertain. Vermeir and Verbeke (2006) note that favorable attitudes toward sustainability do not always translate into real-world actions. This highlights a gap in literature regarding long-term impact and measurable behavioral outcomes.

Overall, the literature suggests that social media influencers have strong potential to promote sustainable messaging effectively. Their success depends on authenticity, transparency, value alignment, and meaningful engagement with audiences. Future research is encouraged to explore how influencer-driven sustainability communication can lead to sustained behavioral change rather than short-term awareness alone.

3. THEORETICAL BACKGROUND

The theoretical foundation of social media influencers and sustainable messaging draws from communication, psychology, and marketing theories that explain how individuals influence attitudes, beliefs, and behaviors. These theories help in understanding why influencer-led sustainability messages are persuasive and how they shape audience responses in digital environments.

3.1 Source Credibility Theory

Source Credibility Theory posits that the effectiveness of a message depends on the perceived credibility of the source, particularly in terms of expertise, trustworthiness, and attractiveness (Hovland & Weiss, 1951). In the context of social media, influencers who are perceived as knowledgeable, honest, and relatable are more likely to persuade their followers. When such influencers communicate sustainable practices—such as eco-friendly lifestyles or ethical consumption—their credibility enhances message acceptance and audience engagement.

3.2 Social Learning Theory

Social Learning Theory, proposed by Bandura (1977), suggests that individuals learn behaviors by observing others, especially role models they admire. Social media influencers function as digital role models whose actions and lifestyle choices are visible to their followers. When influencers consistently demonstrate sustainable behaviors, followers may imitate these actions, reinforcing sustainable norms and practices.

3.3 Parasocial Interaction Theory

Parasocial Interaction Theory explains the one-sided relationships audiences form with media personalities (Horton & Wohl, 1956). Influencers often interact directly with followers through comments, stories, and live sessions, strengthening these perceived relationships. This sense of intimacy increases the persuasive power of sustainable messaging, as followers are more likely to trust and adopt recommendations from influencers they feel emotionally connected to.

3.4 Theory of Planned Behavior

The Theory of Planned Behavior (Ajzen, 1991) explains how attitudes, subjective norms, and perceived behavioral control influence an individual’s intention to perform a behavior.

Influencers shape positive attitudes toward sustainability, normalize eco-friendly behaviors, and provide practical guidance, thereby increasing followers’ intentions to engage in sustainable actions such as recycling, ethical purchasing, or reduced consumption.

3.5 Social Identity Theory

Social Identity Theory (Tajfel & Turner, 1979) suggests that individuals define themselves based on group membership. Followers often identify with influencer communities that share similar values and lifestyles. When sustainability is presented as a shared group norm by influencers, followers are more likely to internalize and adopt sustainable behaviors to maintain group belonging.

4. METHODOLOGY

This study adopts a systematic research methodology to examine the role of social media influencers in communicating sustainable messages and influencing audience perceptions and behavioral intentions. The methodology outlines the research design, data sources, sampling technique, data collection methods, and analytical approach used in the study.

4.1 Research Design

The study follows a **descriptive and analytical research design**, aimed at understanding how social media influencers convey sustainable messaging and how audiences respond to such communication. A quantitative approach is primarily employed to measure perceptions, engagement levels, and behavioral intentions, supported by qualitative insights to enrich understanding.

4.2 Data Sources

Both **primary and secondary data** are used in the study.

- **Primary data** is collected through a structured questionnaire administered to social media users who follow at least one influencer promoting sustainability-related content.
- **Secondary data** is gathered from academic journals, research articles, books, industry reports, and credible online sources related to influencer marketing and sustainability communication.

4.3 Sampling Technique and Sample Size

A **convenience sampling technique** is used to select respondents due to accessibility and time constraints. The sample consists of **100–150 social media users** across different age groups who actively engage with influencer content on platforms such as Instagram, YouTube, and TikTok. This sample size is considered adequate to identify trends and patterns in audience perceptions.

4.4 Data Collection Instrument

The primary data is collected using a **structured questionnaire** consisting of closed-ended questions measured on a **5-point Likert scale** (ranging from “Strongly Disagree” to “Strongly Agree”). The questionnaire includes items related to:

- Perceived credibility of influencers
- Exposure to sustainable messaging
- Trust and authenticity
- Influence on attitudes toward sustainability
- Intention to adopt sustainable behaviors

4.5 Data Analysis Techniques

The collected data is analyzed using statistical tools such as:

- Percentage analysis to understand respondent demographics
- Mean and standard deviation to assess perceptions
- Correlation analysis to examine relationships between influencer credibility and sustainable behavior intention

The results are presented through tables, charts, and graphical representations for clarity.

4.6 Ethical Considerations

Ethical standards are maintained throughout the research process. Participation is voluntary, respondent anonymity is ensured, and informed consent is obtained before data collection. The study avoids misleading information and respects the privacy of all participants.

4.7 Limitations of the Study

The study is limited by factors such as a relatively small sample size, reliance on self-reported data, and the use of convenience sampling, which may affect generalizability. Additionally, the study focuses on short-term perceptions rather than long-term behavioral changes.

5. RESULT ANALYSIS

The result analysis presents the findings obtained from the primary data collected through the questionnaire survey. The objective of the analysis is to examine the influence of social media influencers on sustainable messaging and its impact on audience perception and behavioral intention.

The demographic analysis indicates that a majority of respondents are active social media users who regularly follow influencers on platforms such as Instagram and YouTube. Most respondents reported frequent exposure to sustainability-related content, including eco-friendly products, ethical fashion, and environmental awareness campaigns. This suggests that social media influencers serve as a significant source of sustainability information for users.

The analysis of influencer credibility reveals that respondents largely perceive influencers promoting sustainability as trustworthy and relatable. High mean scores were observed for variables such as authenticity, transparency, and expertise. These results indicate that influencers who demonstrate genuine sustainable practices and openly disclose partnerships are more likely to gain audience trust.

Results related to sustainable messaging show a positive reception among respondents. A majority agreed that influencer-led sustainability messages are easy to understand, engaging, and more persuasive compared to traditional advertising. Visual storytelling and personal experiences shared by influencers were found to enhance message clarity and emotional appeal.

The analysis further shows a strong positive relationship between influencer credibility and audience attitude toward sustainability. Respondents who perceived influencers as credible exhibited more favorable attitudes toward eco-friendly products and ethical consumption. Correlation analysis indicates that higher levels of trust in influencers are associated with increased intention to adopt sustainable behaviors.

However, when examining actual behavioral change, results suggest a moderate impact. While many respondents expressed willingness to support sustainable brands and adopt eco-friendly

practices, fewer reported consistent long-term behavioral changes. This gap highlights that influencer messaging is more effective in shaping awareness and intention than in ensuring sustained action.

Concerns regarding greenwashing were also evident in the findings. Some respondents expressed skepticism toward sustainability claims when influencers frequently promote multiple brands or fail to demonstrate personal commitment to sustainable practices. This reinforces the importance of authenticity and value alignment in influencer-led sustainable communication.

Overall, the results indicate that social media influencers play a crucial role in promoting sustainable messaging by enhancing awareness, shaping attitudes, and influencing behavioral intentions. However, the effectiveness of such messaging depends largely on influencer credibility, transparency, and consistent advocacy of sustainability values.

6. DISCUSSION AND FINDINGS

This section discusses the key findings of the study in relation to the research objectives and existing literature on social media influencers and sustainable messaging. The findings provide insights into how influencer-driven sustainability communication shapes audience perceptions, attitudes, and behavioral intentions.

The study finds that social media influencers play a significant role in disseminating sustainable messages and raising awareness about environmental and social issues. A large proportion of respondents reported frequent exposure to sustainability-related content through influencers, supporting earlier studies that identify influencers as powerful opinion leaders in digital communication. This reinforces the idea that influencers act as effective intermediaries between sustainability initiatives and the general public.

One of the major findings of the study is the importance of influencer credibility. Influencers perceived as authentic, transparent, and knowledgeable were found to have a stronger impact on audience trust and message acceptance. This finding aligns with Source Credibility Theory, which emphasizes that trustworthiness and expertise enhance persuasive communication. Influencers who consistently practice sustainable behaviors and openly disclose brand collaborations were viewed as more reliable sources of information.

The findings also reveal that influencer-led sustainable messaging positively influences audience attitudes toward eco-friendly products and ethical consumption. Respondents indicated that

sustainability messages delivered through personal experiences, storytelling, and visual content were more engaging and easier to understand compared to traditional media messages. This supports Social Learning Theory, suggesting that audiences are more likely to adopt behaviors they observe in relatable role models.

However, the study also highlights a gap between intention and actual behavior. While many respondents expressed willingness to adopt sustainable practices, fewer reported consistent long-term behavior changes. This finding is consistent with the Theory of Planned Behavior, which suggests that intention does not always translate into action due to external constraints such as cost, convenience, or habit.

Concerns regarding greenwashing emerged as a critical finding. Respondents expressed skepticism toward influencers who promote sustainability inconsistently or endorse multiple brands without clear value alignment. This finding underscores the importance of authenticity and ethical responsibility in influencer marketing, as misleading sustainability claims can reduce trust and negatively affect audience perception.

Overall, the study finds that social media influencers are effective in promoting sustainable messaging by increasing awareness and shaping positive attitudes. However, the impact on sustained behavioral change remains limited and dependent on influencer authenticity, transparency, and long-term commitment to sustainability values.

7. POLICY IMPLICATIONS

1. Mandatory Disclosure Policies

Clear regulations should require influencers to disclose sponsored and paid sustainability-related content to maintain transparency and consumer trust.

2. Standardization of Sustainability Claims

Policies should define and regulate terms such as *eco-friendly*, *green*, and *sustainable* to prevent misleading or exaggerated claims.

3. Prevention of Greenwashing

Regulatory frameworks should monitor and penalize false or unverified sustainability promotions by influencers and brands.

4. Ethical Influencer Marketing Guidelines

Codes of conduct should be established to ensure influencers promote sustainability responsibly and align with ethical values.

Platform-Level Accountability

Social media platforms should implement content moderation policies to identify misleading sustainability messages and promote verified information.

5. Government–Influencer Collaboration

Policymakers can partner with credible influencers to increase public awareness of sustainability initiatives and environmental campaigns.

6. Consumer Awareness Policies

Educational initiatives should be introduced to help audiences critically evaluate influencer-led sustainability content.

7. Transparency in Brand Partnerships

Brands should be encouraged to collaborate only with influencers who genuinely support and practice sustainable behaviors.

8. Long-Term Sustainability Advocacy

Policies should promote long-term influencer engagement in sustainability causes rather than short-term promotional campaigns.

9. Monitoring and Evaluation Mechanisms

Regular audits and impact assessments should be conducted to evaluate the effectiveness of influencer-driven sustainable messaging.

8. CONCLUSION

Social media influencers have emerged as influential agents in promoting sustainable messaging by shaping public awareness, attitudes, and intentions toward environmentally and socially responsible practices. Their ability to communicate sustainability through authentic storytelling, visual content, and personal engagement makes influencer-led messaging more relatable and impactful than traditional forms of communication. The effectiveness of such messaging largely depends on the credibility, transparency, and value alignment of influencers, as audiences are more receptive to messages that reflect genuine commitment rather than promotional intent. While influencer-driven sustainability communication successfully enhances awareness and positive attitudes, translating these intentions into long-term behavioral change remains a challenge. Issues such as greenwashing further highlight the need for ethical

practices, clear disclosures, and regulatory support. Overall, with appropriate policies, ethical guidelines, and collaboration among influencers, brands, platforms, and policymakers, social media influencers can serve as powerful catalysts for driving meaningful and sustainable societal change.

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A STUDY ON CONSUMER BEHAVIOUR TOWARDS ECO-FRIENDLY PERSONAL CARE PRODUCTS.

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ABSTRACT

The study identifies major behavioural patterns, including rising awareness, shifting preferences toward safer formulations, and growing trust in brands that provide transparency and credible eco-certifications. It also examines the influence of factors such as health consciousness, environmental concern, social media exposure, and brand reputation on consumer decision-making. This study explores consumer behaviour towards eco-friendly personal care products using exclusively secondary data obtained from published research articles, market reports, and industry analyses. The review highlights the increasing global attention toward sustainable and natural personal care products as consumers become more conscious of environmental impact, ingredient safety, and ethical production practices. Additionally, the research discusses common challenges reported in earlier studies, such as pricing issues, product availability, and concerns about misleading sustainability claims. Overall, the secondary data suggests a clear movement toward sustainable consumption in the personal care category, offering valuable insights for marketers, manufacturers, and policymakers aiming to strengthen the eco-friendly product market.

KEYWORDS

Eco-friendly personal care products, Consumer behaviour, Sustainable consumption, Health consciousness, Environmental awareness, green marketing, Brand transparency, Eco-certifications, Ethical production.

INTRODUCTION

In recent years, the personal care industry has witnessed a significant shift towards eco-friendly and sustainable products due to increasing consumer awareness about health, environmental protection, and ethical consumption. Secondary data clearly indicates that a large majority of consumers are now aware of eco-friendly personal care products, with particularly high awareness among Gen Z and urban consumers. Growing concern about harmful chemical ingredients such as parabens, sulphates, and microplastics has encouraged consumers to prefer safer, natural, and transparent formulations. Health and skin safety have emerged as the strongest motivating factors influencing purchase decisions, followed closely by environmental concern and ingredient transparency.

In addition, the role of social media platforms such as Instagram and YouTube has become increasingly

influential in shaping consumer attitudes and product choices, especially among younger consumers. Brand trust, eco-certifications, and sustainable packaging further strengthen consumer confidence in eco-friendly personal care products. However, despite rising awareness and positive attitudes, several challenges continue to affect actual purchasing behaviour. Secondary data highlights high prices, limited product availability, greenwashing concerns, and confusion regarding certifications as major barriers to adoption. Overall, this study is highly useful in understanding evolving consumer behaviour patterns and provides valuable insights into the growing demand for eco-friendly personal care products, helping marketers and manufacturers develop more effective and sustainable strategies.

SCOPE OF THE STUDY

The scope of the study is limited to analysing consumer behaviour towards eco-friendly personal care products using secondary data collected from published reports and research studies. The study focuses on consumer awareness levels, usage patterns, willingness to pay, and barriers to purchase. It covers general consumer trends with special reference to urban and young consumers, including Gen Z. The study does not involve primary data collection and is confined to tabular and percentage analysis. Therefore, the findings reflect existing market trends rather than individual consumer opinions.

STATEMENT OF THE PROBLEM

Although awareness and interest in eco-friendly personal care products are increasing, the actual purchase behaviour is affected by several challenges. Secondary data highlights issues such as high product prices, limited availability, greenwashing concerns, and lack of clear certifications. While many consumers are willing to pay a premium for eco-friendly products, a significant segment remains price-sensitive. Therefore, there is a need to understand consumer behaviour in detail, particularly the factors influencing purchase decisions and the barriers that restrict wider adoption of eco-friendly personal care products.

OBJECTIVE OF THE STUDY

- i. To analyze the level of awareness and usage of eco-friendly personal care products
- ii. To study consumer willingness to pay for eco-friendly personal care products
- iii. To identify the major barriers faced by consumers in purchasing eco-friendly personal care products

HYPOTHESIS

Based on the analysis of secondary data, it is assumed that consumer behaviour towards eco-friendly personal care products is significantly influenced by a combination of awareness, health consciousness, environmental concern, and external information sources such as social media. Higher awareness of harmful ingredients and greater concern for personal health and environmental sustainability are likely to positively influence purchase

decisions. Therefore, consumer adoption of eco-friendly personal care products is shaped by both motivating factors and perceived barriers.

LIMITATIONS OF STUDY

The study is based only on secondary data, which limits the ability to capture real-time consumer behaviour and personal opinions. Most data sources focus on urban and younger consumers, so results may not fully represent rural or lower-income groups. Regional differences and changing market conditions may not be completely reflected. Despite these limitations, the study is helpful in understanding overall trends in eco-friendly personal care consumption.

REVIEW OF LITERATURE

Joshi and Rahman (2019) explore green buying behaviour in emerging markets and report that social media and peer influence play a significant role in shaping eco-friendly product preferences. The study indicates that younger consumers are more responsive to online reviews and eco-labels. It provides helpful insights into digital influence on sustainable consumption patterns.

Kumar and Singh (2020) analyze factors influencing green cosmetic purchases and highlight environmental concern and ethical production as major motivators. The findings show that consumers are increasingly willing to shift from conventional to eco-friendly personal care products despite price differences. This study is useful for understanding the role of sustainability values in consumer decision-making.

Smith et al. (2021) examine consumer attitudes toward eco-friendly personal care products and find a strong positive relationship between health consciousness and purchase intention. The study clearly shows that awareness of harmful ingredients significantly increases preference for natural and sustainable products. It is a good and helpful study in understanding how ingredient transparency builds consumer trust and loyalty.

Nguyen et al. (2022) focus on trust and eco-certifications in the personal care industry and find that certified organic and cruelty-free labels positively influence purchase behaviour. The study highlights concerns related to greenwashing and emphasizes the need for credible certifications. This is a good and informative study for understanding consumer trust issues in green marketing.

Gupta and Verma (2023) study barriers to adopting eco-friendly personal care products and identify high prices and limited availability as major challenges. Despite these barriers, the research shows a growing willingness among urban consumers to pay a premium for sustainable products. The study is helpful in identifying gaps between consumer intention and actual purchase behaviour.

METHODOLOGY

The present study adopts a descriptive research design and is based entirely on secondary data to analyse consumer behaviour towards eco-friendly personal care products. The secondary data were collected from recent research studies, industry reports, and published surveys related to green cosmetics and sustainable personal care products. The collected data were systematically organised in the form of tables and analysed using percentage analysis, which helps in clearly understanding consumer awareness, willingness to pay, and barriers to purchase. This methodology is appropriate as it provides a clear and simple overview of consumer trends without primary data collection.

DATA ANALYSIS

TABLE-01: Awareness & Usage of Eco-Friendly Personal Care Products

SLNO	Aspect Measured	Percentage (%)	Source Type
i.	Awareness of eco-friendly personal care products	87%	Microplastic-free products study (2025)
ii.	Awareness among Gen Z	90%	Gen Z cosmetics study
iii.	Awareness of harmful ingredients (SLS, parabens)	75%	Green cosmetics study
iv.	Have used at least one eco-friendly personal care product	68%	Urban consumer study
v.	First-time users in last 6 months	40%	Green beauty trends report

TABLE-02: Willingness to Pay for Eco-Friendly Personal Care

SLNO	Willingness Level	Percentage (%)	Note
1.	Willing to pay 10–25% extra	55–70%	Higher than household products
2.	Willing to buy only if price is equal to regular products	28%	Price-sensitive group
3.	Not willing to pay any extra	10–15%	Mostly students/low income

TABLE-03: Barriers to Buying Eco-Friendly Personal Care Products

SL.NO	Barrier	Percentage (%)	Interpretation
i.	High price	60%	Biggest barrier
ii.	Limited availability	45%	Especially outside metros
iii.	Greenwashing concerns	42%	Lack of trust in claims
iv.	Performance concerns	38%	Especially in deodorants/haircare
v.	Lack of clear certifications	35%	Confusing labels

INTERPRETATION

Awareness & Usage of Eco-Friendly Personal Care Products

The table shows a high level of awareness (87%) about eco-friendly personal care products among consumers. Awareness is highest among Gen Z (90%), indicating strong environmental concern in younger consumers. About 75% are aware of harmful ingredients such as SLS and parabens. Usage is also notable, with 68% having used at least one eco-friendly product. The presence of 40% first-time users indicates a growing and expanding market.

Willingness to Pay for Eco-Friendly Personal Care Products

The table reveals that a majority of consumers (55–70%) are willing to pay 10–25% extra for eco-friendly personal care products, reflecting a positive attitude towards sustainability. About 28% prefer purchasing only if prices are equal to regular products, showing price sensitivity. A smaller group (10–15%) is not willing to pay extra. Overall, the table indicates that price plays a crucial role in purchase decisions despite favourable attitudes.

Barriers to Buying Eco-Friendly Personal Care Products

The table indicates that high price (60%) is the major barrier to buying eco-friendly personal care products. Limited availability (45%) restricts access, particularly in non-metro areas. Greenwashing concerns (42%) reduce consumer trust, while performance doubts (38%) affect purchase decisions. The lack of clear certifications (35%) further confuses consumers. Overall, the table highlights key challenges limiting wider adoption.

The study follows a descriptive research design based on secondary data collected from published studies and

industry reports. The data were organised in tabular form to examine consumer awareness, willingness to pay, and barriers related to eco-friendly personal care products. Percentage analysis was used to interpret the data effectively. This method helps in clearly understanding consumer behaviour patterns.

CONCLUSION & SUMMARY

The study concludes that there is a high level of awareness and growing usage of eco-friendly personal care products among consumers, especially among younger age groups. A majority of consumers are willing to pay a moderate premium, showing a positive attitude towards sustainability. However, high price, limited availability, and trust-related issues continue to act as major barriers. The findings highlight that while consumer interest is strong, practical challenges limit wider adoption. Overall, the study clearly shows that eco-friendly personal care products have strong growth potential if pricing, availability, and transparency are improved.

RECOMMENDATIONS AND SUGGESTIONS

1. Manufacturers should reduce prices through cost-effective production methods to address the major price barrier.
2. Availability of eco-friendly personal care products should be increased, especially in non-metro and rural areas.
3. Clear and standardised eco-certifications must be displayed to reduce greenwashing concerns and build trust.
4. Companies should improve product performance and offer trial packs to attract new users.
5. Government agencies should implement strict eco-labelling regulations, and future studies may use primary data for deeper analysis.

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MARKETING AND CONSUMER BEHAVIOUR DIGITAL MARKETING FOR SOCIAL ENVIRONMENTAL AND IMPACT

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Abstract

Digital marketing has evolved beyond promoting products and services to becoming a powerful tool for driving social and environmental change. This study explores how digital marketing strategies—such as social media campaigns, influencer advocacy, content marketing, and data-driven targeting—can be leveraged to raise awareness, influence public attitudes, and encourage sustainable behaviours among consumers. With the rise of environmentally conscious audiences and the growing demand for corporate social responsibility (CSR), organizations are increasingly integrating sustainability messages into their digital communication efforts. The paper highlights the role of digital platforms in amplifying environmental initiatives, promoting eco-friendly practices, and mobilizing communities for social causes. It also examines challenges such as greenwashing, digital misinformation, and measuring the actual impact of social and environmental campaigns. Overall, the study emphasises that effective digital marketing, when aligned with authentic sustainability goals, can significantly contribute to positive societal and environmental outcomes.

Keywords

- * Digital Marketing
- * Social Impact
- * Environmental Sustainability

- * Green Marketing

- * Social Media Campaigns

- * Corporate Social Responsibility (CSR)

Introduction

Digital marketing has emerged as a powerful tool for promoting social, environmental, and impact-driven initiatives in the modern digital era. Through online platforms such as social media, search engines, websites, and email campaigns, organizations can effectively raise

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awareness, influence public behavior, and encourage sustainable practices. Digital marketing enables social and environmental organizations to reach a wider audience at lower costs, foster community engagement, and measure impact more efficiently. As concerns over climate change, social inequality, and ethical consumption grow, digital marketing plays a crucial role in driving positive social and environmental change by connecting purpose-driven messages with global audiences.

Scope

Digital marketing offers vast opportunities to promote social and environmental causes. It allows organizations, NGOs, and social enterprises to raise awareness, influence behavior, and drive engagement at a global scale. Tools like social media campaigns, content marketing, email outreach, and online advertising can target specific audiences effectively. Digital platforms also enable real-time tracking of impact, engagement, and reach, helping measure the success of campaigns promoting sustainability, social welfare, or community initiatives. Moreover, it facilitates collaboration, fundraising, and education for causes such as climate action, health awareness, or social equity, making it a powerful medium for social impact.

Statement of the problem

In social and environmental issues require effective communication strategies to reach and engage target audiences. Traditional awareness campaigns often fail to capture the attention of a digitally connected population, resulting in limited impact. Despite the widespread use of digital platforms, many organizations struggle to design and implement digital marketing strategies that effectively promote social and environmental causes. There is a need to examine how digital marketing can be leveraged to enhance public awareness, influence behavior, and create measurable social and environmental impact. Understanding this will help organizations optimize their digital efforts for greater societal benefit.

Objectives

- * To analyze the effectiveness of digital marketing strategies in promoting social and environmental awareness.
- * To identify the digital platforms and tools most suitable for creating social and environmental impact.
- * To evaluate how digital marketing influences public perception and behavior toward social and environmental causes.
- * To assess the role of digital campaigns in achieving measurable social and environmental outcomes.
- * To provide recommendations for organizations and NGOs to optimize digital marketing for

greater societal and environmental impact.

Hypothesis

H₀ (Null Hypothesis): Digital marketing strategies have no significant impact on public awareness, engagement, or behavioral change toward social and environmental causes.

H₁ (Alternative Hypothesis): Effective digital marketing strategies positively influence public awareness, engagement, and behavioral change toward social and environmental causes.

Limitations

1. Access and Reach: Not all target audiences may have access to digital platforms, limiting the reach of campaigns.
2. Data Accuracy: Measuring engagement and behavioral change online may not fully capture real-world impact.
3. Resource Constraints: Effective digital campaigns require time, expertise, and financial resources, which some organizations may lack.
4. Rapid Technological Changes: Frequent updates in digital tools and platforms may affect the consistency and effectiveness of marketing strategies.
5. Message Interpretation: Audiences may interpret messages differently, leading to unintended perceptions or limited impact.

Review

Kapoor, K., and Y. Dwivedi et.al., (2020) - “Digital Marketing for Social and Environmental Impact ” . Digital marketing has emerged as a powerful tool for promoting social and environmental causes, enabling organizations to reach wide audiences and influence behavior effectively. Studies indicate that targeted online campaigns increase awareness, engagement, and participation in initiatives related to sustainability, health, and social welfare.

Kotler, Philip, and Kevin Lane Keller et..al., (2016) - " Marketing Management " Digital marketing plays a vital role in promoting social and environmental causes by increasing awareness, encouraging sustainable behavior, and engaging communities through cost-effective digital platforms. Studies indicate that purpose-driven digital campaigns enhance public participation and strengthen the credibility of organizations working toward social and environmental impact.

Methodology

The study adopts a descriptive research design using both primary and secondary data. Primary data are collected through structured questionnaires and interviews with consumers, digital marketers, and social organizations to assess the effectiveness of digital marketing initiatives on social and environmental impact. Secondary data are gathered from journals, reports, websites, and published studies to support analysis, and the collected data are analyzed using percentage analysis and basic statistical tools.

Results and Analysis

The results reveal that digital marketing significantly enhances awareness of social and environmental issues, with a majority of respondents acknowledging increased knowledge through social media campaigns, websites, and online advertisements. The analysis indicates that purpose-driven digital content positively influences public attitudes and encourages responsible behaviors such as eco-friendly consumption and social participation. Furthermore, higher engagement levels (likes, shares, and comments) demonstrate the effectiveness of digital platforms in mobilizing communities and supporting sustainable and socially responsible initiatives.

Conclusion and Summary

The study concludes that digital marketing is a powerful tool for driving social and environmental impact by effectively raising awareness, shaping positive attitudes, and encouraging sustainable and socially responsible behavior. The findings highlight that well-designed digital campaigns enable organizations to reach wider audiences, enhance engagement, and foster community participation at a relatively low cost. Overall, digital marketing supports long-term social and environmental goals by connecting purpose-driven messages with the right audiences through digital platforms.

Recommendations and Suggestions

Organizations should develop clear, purpose-driven digital marketing strategies that align social and environmental goals with audience values. Greater use of interactive content such as videos, social media challenges, and storytelling is recommended to improve engagement and message retention. Collaborating with influencers, NGOs, and community groups can enhance credibility and outreach. Regular impact measurement using digital analytics tools should be adopted to assess campaign effectiveness and make data-driven improvements. Additionally, organizations should ensure transparency and ethical communication to build trust and encourage long-term public participation in social and environmental initiatives.

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INFLUENCING ETHICAL BEAUTY: SOCIAL MEDIA ENDORSEMENTS AND CONSUMER TRUST IN SUSTAINABLE SKINCARE

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Introduction

In recent years, the skincare and beauty sector has experienced a significant change influenced by the increasing recognition of ethical consumption and sustainability. Consumers have shifted from being passive recipients of marketing messages to active participants who demand authenticity, transparency and accountability from their chosen brands. The emergence of sustainable skincare signifies this ethical awakening a shift in which beauty merges with ethics, environmental awareness and social responsibility. In this evolving environment, social media has transformed into the pulse of influence, allowing voices, trends, and values to spread more swiftly than ever.

Influencers currently serve as online opinion leaders that connect brands with their audiences. Their endorsements can enhance sustainable stories, personalize brand values and foster trust with consumers. However, this impact is twofold although certain endorsements enhance credibility and raise awareness regarding ethical beauty, others can obscure the distinction between true advocacy and compensated promotion. The extent to which consumers view influencer messages as genuine significantly influences their trust and therefore, their intentions to buy sustainable skincare products.

With ethical beauty serving as a moral choice and lifestyle declaration, it is crucial to comprehend the impact of social media endorsements on consumer trust. This research examines the complex connection between influencer marketing, consumer trust and the increasing need for sustainability in skincare products. Through investigating the relationship between ethical branding, perceived authenticity and digital persuasion, the study seeks to clarify how today's consumers approach beauty in a time when conscience aligns with commerce.

Objectives of the Study

1. To examine the impact of social media influencer endorsements on consumer trust toward sustainable skincare brands.

2. To analyse the role of influencer authenticity and credibility in shaping consumer perceptions of ethical beauty.
3. To explore the relationship between consumer trust and purchase intention toward influencer-endorsed sustainable skincare products.

Review of Literature

1. Social Media Endorsements and Consumer Trust

Social media influencers have become powerful mediators between brands and consumers, particularly in industries like beauty and skincare where trust and credibility are crucial. Research shows that consumers often perceive influencer endorsements as more authentic than traditional advertisements, leading to stronger trust formation.

2. Influencer Credibility and Purchase Intentions

The credibility of influencers built through expertise, attractiveness, and trustworthiness directly impacts followers' purchase intentions. When influencers are perceived as genuine and knowledgeable, consumers are more likely to engage with and purchase endorsed products.

3. Ethical Consumerism in Beauty and Skincare

The rise of ethical consumerism has transformed the beauty industry, pushing brands to align with eco-friendly, cruelty-free and transparent practices. Consumers increasingly associate sustainability with brand integrity, influencing their purchase behaviour.

4. Authenticity as a Driver of Trust in Influencer Marketing

Authenticity remains the cornerstone of influencer success. When followers perceive content as sincere rather than commercially motivated, it enhances brand credibility and nurtures long term trust in both influencer and brand.

5. Sustainable Branding and Consumer Perception

Sustainability in branding goes beyond environmental claims; it encompasses ethical sourcing, transparency and responsible communication. These factors significantly affect how consumers perceive brand sincerity, especially when messages are delivered through trusted influencers.

Research Methodology

This study adopts a quantitative research approach to examine the influence of social media influencer endorsements on consumer trust and purchase intention toward sustainable skincare

brands. The research aims to understand how influencer authenticity and credibility shape consumer perceptions of ethical beauty within the context of social media marketing. A descriptive and analytical research design was employed to analyse consumer responses collected through a structured questionnaire. Primary data were gathered from respondents who actively engage with social media platforms and are exposed to influencer-endorsed sustainable skincare products. The questionnaire was developed using a five-point Likert scale to measure respondents’ attitudes and perceptions.

The collected data were analysed using the Statistical Package for the Social Sciences (SPSS). Statistical techniques such as descriptive statistics, reliability analysis (Cronbach’s alpha) and correlation analysis were used to achieve the study objectives and ensure the reliability and validity of the findings.

Descriptive Statistics of Study Variables

S. No	Construct	Mean	Std. Deviation
1	Social Media Influencer Endorsements	4.18	0.75
		3.80	0.70
		3.88	0.75
		3.84	0.77
		3.92	0.78
2	Influencer Authenticity & Credibility	3.98	0.65
		3.80	0.76
		3.82	0.83
		3.70	0.79
		3.78	0.71
3	Consumer Trust & Purchase Intention	3.96	0.70
		3.90	0.89

S. No	Construct	Mean	Std. Deviation
		3.78	0.71
		3.78	0.68
		3.84	0.79

The descriptive statistics indicate that the mean values of all constructs range between 3.70 and 4.18, suggesting a generally positive perception among respondents toward influencer endorsements, authenticity, credibility, consumer trust, and purchase intention. The standard deviation values are within acceptable limits, indicating consistency in respondents' opinions.

Reliability Analysis (Cronbach's Alpha)

S. No	Construct	Number of Items	Cronbach's Alpha	Reliability Level
1	Social Media Influencer Endorsements	5	0.824	Good
2	Influencer Authenticity & Credibility	5	0.816	Good
3	Consumer Trust & Purchase Intention	5	0.846	Good
4	Overall Scale	15	> 0.80	Highly Reliable

Interpretation

The reliability analysis was conducted using Cronbach's alpha to assess the internal consistency of the measurement scales. The results indicate that all constructs have Cronbach's alpha values greater than 0.80, demonstrating good reliability. This confirms that the questionnaire items are consistent and reliable for further statistical analysis.

Pearson Correlation Analysis (N = 50)

S. No	Variables	1	2	3
1	Social Media Influencer Endorsements	1		
2	Influencer Authenticity & Credibility	0.62**	1	
3	Consumer Trust & Purchase Intention	0.68**	0.71**	1

Note:

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

Interpretation

The Pearson correlation analysis reveals a significant positive relationship between social media influencer endorsements and consumer trust toward sustainable skincare brands. Influencer authenticity and credibility also show a strong positive correlation with consumer trust. Additionally, consumer trust is positively and significantly related to purchase intention toward influencer-endorsed sustainable skincare products. These findings suggest that higher levels of perceived endorsement quality, authenticity, and credibility are associated with increased consumer trust and purchase intention.

Findings

The findings of the study indicate that respondents generally hold positive perceptions toward social media influencer endorsements and sustainable skincare brands. The descriptive statistics show that the mean values for all constructs are above the neutral midpoint, reflecting favorable attitudes toward influencer endorsements, authenticity, credibility, consumer trust, and purchase intention. The reliability analysis confirms that all measurement scales used in the study are reliable, with Cronbach’s alpha values exceeding the acceptable threshold. Furthermore, the correlation analysis reveals significant positive relationships between influencer endorsements, influencer authenticity and credibility, consumer trust, and purchase intention, indicating that these variables are closely associated.

Discussion

The results of the study emphasize the importance of social media influencers in influencing consumer trust in the sustainable skincare industry. Influencer endorsements appear to enhance consumers’ confidence in ethical beauty brands, particularly when influencers are perceived as authentic and credible. These findings support existing research suggesting that trust is a critical factor in ethical and sustainable consumption. The positive association between consumer trust and purchase intention further highlights that trust developed through influencer marketing can directly influence consumers’ willingness to purchase sustainable skincare products.

Conclusion

The study concludes that social media influencer endorsements play a significant role in building consumer trust toward sustainable skincare brands. Influencer authenticity and credibility contribute positively to shaping ethical beauty perceptions, which in turn influence consumer purchase intention. Overall, the findings suggest that sustainable skincare brands can effectively utilize credible and authentic influencers to strengthen consumer trust and promote ethical purchasing

behavior.

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STUDY ON CONSUMER AWARENESS TOWARDS DIGITAL MARKETING FOR SOCIAL AND ENVIRONMENTAL IMPACT

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Abstract

The digital marketing has evolved beyond its traditional role for promoting products and services and has become a most powerful tool for advancing social and environmental impact. The climate change sustainability imperatives and rising consumer consciousness, organizations are leveraging digital platforms to communicate values, mobilize communities and behavioral change. This paper explores how digital marketing strategies ranging from social media campaigns and influencer partnerships to content marketing and personalization can promote sustainable practices and social responsibility. The digital marketing has changed from just promoting products and services into a strong tool for promoting social and environmental impact as change and

sustainability become more concerns and as consumers become more aware . It also examines how digital marketing helps tracking changes in consumer attitudes and patterns of sustainable consumption. This study explores how digital marketing can help to promote environmental sustainability and support green consumerism. The research involves 100 participants and used statistical tools such as percentage analysis, ANOVA and correlation. The results show that digital marketing campaigns influence the purchase of environmentally friendly products. Climate Change is the main issue addressed through digital marketing, creating both social and environmental impact.

Keywords – Sustainability, Social Responsibility, Environmental Impact, Purpose-driven Marketing, Consumer Engagement

Introduction

Digital marketing is the promotion of products, services, or brands through digital channels such as websites, social media, search engines, email, and mobile applications, aiming to connect with potential customers via the internet and electronic devices. Its core components include search engine optimization, content marketing, social media marketing, pay-per-click advertising, email marketing, and mobile marketing. These strategies enable businesses to enhance brand visibility, engage targeted audiences, and drive sales effectively. Digital marketing is distinguished by its measurable, cost-effective nature and adaptability to evolving consumer behaviors and technologies. Digital marketing has significant impacts on business, society, and the environment. It enables businesses to reach global audiences cost-effectively while allowing precise targeting and real-time engagement, which enhances brand visibility, customer loyalty, and revenue growth. Socially, it democratizes access to information, influences consumer behavior, and raises awareness about social issues through viral campaigns. Environmentally, digital marketing supports the promotion of sustainable products and corporate social responsibility initiatives, reducing reliance on traditional, carbon-intensive advertising methods. Collectively, these impacts foster innovation, market accessibility, and responsible consumption,

making digital marketing a transformative tool in the contemporary landscape.

Objective of the study

- To examine the role of digital marketing in promoting sustainable consumption and eco friendly behaviour
- To analyse the impact of social and environmental messaging in digital campaigns on consumer trust and brand loyalty
- To identify the effectiveness of different digital platforms and content types in spreading sustainability messages.

Scope of research

- This research focuses on the role of digital marketing in shaping consumer attitudes and organizational practices toward social responsibility and environmental sustainability.”
- This study explores the role of digital marketing in advancing social and environmental impact.
- The scope includes examining consumer engagement, awareness creation, and the promotion of sustainable behaviors through digital platforms.
- The study aims to provide actionable insights into how digital marketing can serve as a catalyst for positive social and environmental change.

Significance of the study

- Highlights the role of digital marketing in shaping ethical consumer behavior.
- Encourages individuals to make informed choices about eco-friendly and socially responsible products/services.
- Shows how digital marketing can act as a catalyst for positive social change, such as inclusivity, diversity, and community engagement.
- Reinforces the importance of marketing in promoting environmental consciousness and sustainable lifestyles.

NEED OF THE STUDY

- Organizations must integrate sustainability and social responsibility into their strategies, as modern consumers are increasingly eco-conscious and socially aware. Digital marketing serves as a powerful medium to communicate these values effectively.
- There is a need to study how digital marketing through social media, influencer marketing, and online campaigns shapes consumer purchase decisions and promotes sustainable practices and social awareness.

Review of Literature

Afifa Ibrahim, Nadiya Amin, Arif Ahmad Shehloo, Nadiya Qadri – “Digital Marketing As A Catalyst For Environmental Sustainability And Green Consumerism: A Transformative Approach” (2025). This research investigates the transformative role of digital marketing in advancing environmental sustainability and cultivating green consumerism through a comprehensive mixed-methods approach. This research was

conducted among 150 environmentally-engaged consumers and 50 marketing executives was taken. Tools used Descriptive statistics, Correlation analysis, Multiple regression modelling. This study provides evidence based recommendations for marketers, policymakers, and environmental advocates seeking to leverage digital platforms for meaningful ecological impact.

Ayush GK and Dr. Jagadish B (2023) – “Eco-Friendly Digital Marketing: Strategies for Sustainable Consumer Behavior”. This paper analyses how digital marketing plays a role, in encouraging consumer behavior and the adoption of eco-friendly practices. Data was collected through secondary sources. Secondary data was obtained from relevant literature, industry reports, and case studies. The findings indicate that eco-friendly digital marketing can play a vital role in driving consumer awareness engagement and adoption of sustainable practices.

Dwiana Rahmadiati Putri (2021) – “Digital Marketing Strategy to Increase Brand Awareness and Customer Purchase Intention”. This research aims to help raise brand awareness and customer purchase intention of their potential customers. The data was collected using an interview system with 10 respondents who had a background in the environmental field, working for companies that are under gold criteria. The use of digital marketing can help the issue faced in content marketing for the website, Search Engine Optimization, social media marketing with optimizing the use of LinkedIn, display advertising with LinkedIn ads.

Jose Ramon Saura, Pedro Palos-Sanchez, Beatriz Rodríguez Herráez (2020) – “Digital Marketing for Sustainable Growth: Business Models and Online Campaigns Using Sustainable Strategies”. This research investigates on Digital marketing, new business models, online advertising campaigns, and other digital strategies have gathered user opinions and comments through this new online channel. Today, digital marketing as the ideal channel to understand how users behave and interact with companies through the Internet has become a fundamental piece for the dissemination and communication of sustainable actions performed by companies. Data, data management, and objectivity of sustainable messages launched by companies are key to the success and growth of new digital business models based on sustainable development.

Warsiman, Dhiana Ekowati, Luluk Kholisoh, Supardi, Rini Susilawati (2024) – “The Influence of Entrepreneurship and Digital Marketing on Sustainable Economic Development”. This research investigates whether sustainable economic development is a process that balances the recovery of economic growth by considering the environmental and social impacts of society in improving the economy. Sample of 30 respondents are analyzed Quantitative methods. Digital marketing has a positive and significant influence on sustainable economic development.

Research methodology

The research is descriptive in nature. The population size is indefinite. The sample size is 100. The method of sampling is simple random sampling. The research uses both primary and secondary data. The tools for analysis are anova, correlation and percentage analysis.

Percentage Analysis

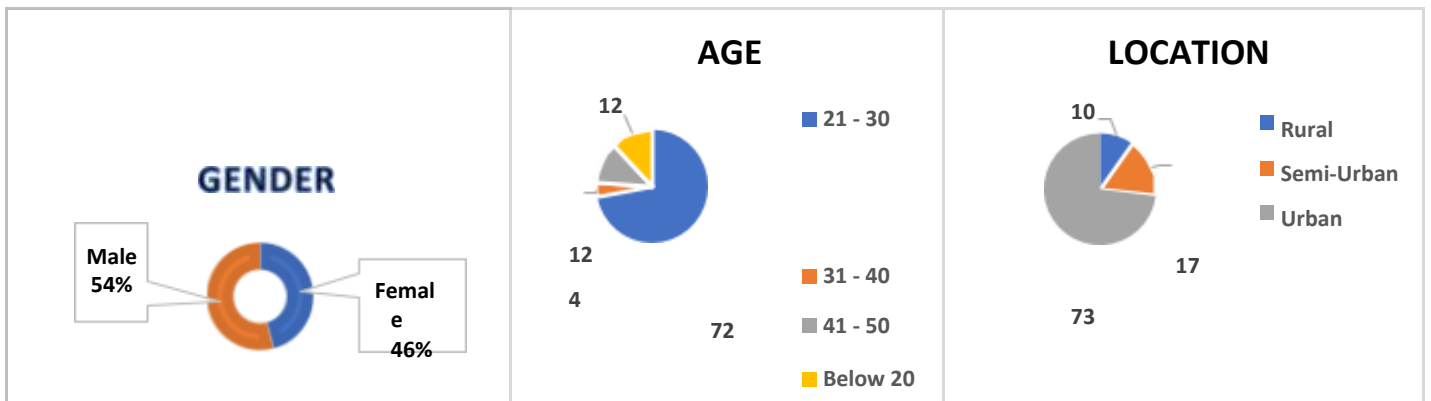


Chart 4.1

Chart 4.2

Chart 4.3

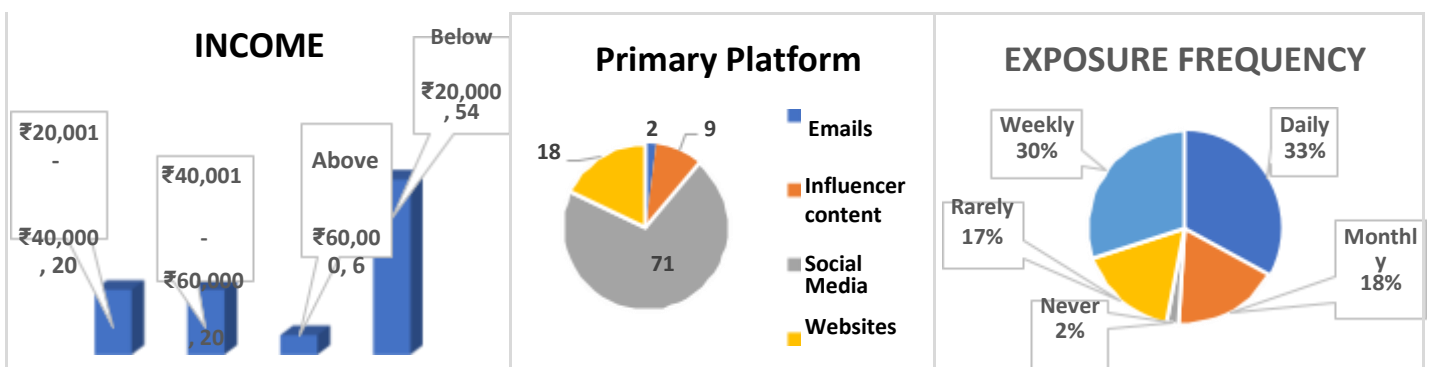


Chart 4.4

Chart 4.5

Chart 4.6

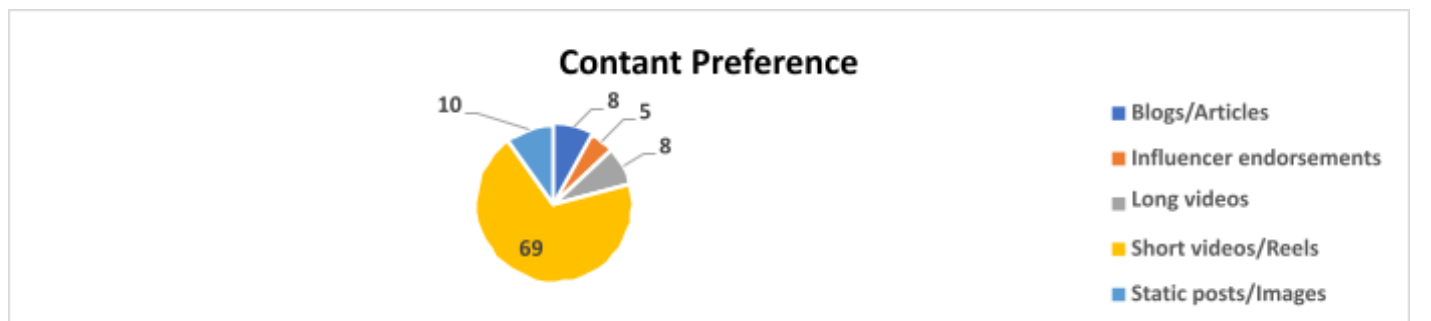


Chart 4.7

Correlation

		Awareness	Impact
Awareness	Pearson Correlation	1	.021
	Sig. (1-tailed)		.416
	N	100	100
Impact	Pearson Correlation	.021	1
	Sig. (1-tailed)	.416	

	N	100	100
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Table 4.1

Inference: There is no statistically significant correlation between Awareness and Impact. The observed relationship is negligible and likely due to random chance rather than a true underlying pattern

ANOVA

Relationship between location and the purchasing intentions of consumer.

ANOVA Table

LOCATION	N	S	M	F	P - Value
Rural	10	1.69	3.80	3.623	0.0304*
Semi-Urban	17	1.49	3.29		
Urban	73	1.27	3.92		

Table 4.2

*The level of significance is 0.05

Inference: There is a significant impact of location over the purchase intention of the consumers.

Relationship between location over the barrier available for purchase

ANOVA Table

LOCATION	N	S	M	F	P - Value
Rural	10	1.29	3.10	5.683	0.0046*
Semi-Urban	17	0.87	2.59		
Urban	73	1.20	3.34		

Table 4.3

*The level of significance is 0.05.

Inference: There is a significant impact of location over the barriers of purchase.

Relationship between the frequency of the purchase and the way of influencer exposure.

ANOVA Table

LOCATION	N	S	M	F	P – Value
Daily	25	1.70	3.08	2.594	0.0413*
Weekly	28	1.42	2.75		
Monthly	24	1.38	2.92		
Rarely	23	1.20	2.39		

Table 4.4

*The level of significance is 0.05

Inference: There is a significant difference in the frequency of the purchase by the way of influencer exposures.

CONCLUSION

From this study, it's clear that digital marketing really does shape how people think about sustainability. Most of the respondents especially younger generation are influenced by eco-friendly campaigns they see online, Short videos, reels, and influencer endorsements seem to grab attention the most, and they often make people feel more connected to a brand. The drawbacks of digital marketing are high prices, limited availability, shows that trust is just as important as creativity in campaigns. When brands are transparent showing certifications, measurable data, and clear proof people respond with more trust and loyalty. digital marketing can bring change, but it has to be backed by honesty, affordability, and accessibility. Social media is referred to as the primary platform for products information. Social or environmental advertisements are seen regularly in digital marketing. 80% of respondents purchase a product because of its Social or environmental impact. climate change is the most highlighted issue highlighted through digital marketing. high pricing strategies stop the consumers from buying eco friendly products promoted online.

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Impact of Social Media Influencers on Generation Z (Gen Z) Buying

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Abstract:-

The speedy development of social media has transformed how products and their brands persuade the consumers, particularly Generation Z, or Gen Z, a group of people known for its digital birth and keen public or social awareness. The main objective of this paper is to analyze the effect of social media influencers on purchase decisions for Gen Z based on secondary information or data obtained from academic literature, industry reports, and large-scale consumer studies. Results suggest that influencers have a significant impact on Gen Z purchase behavior driven by perceived authenticity, relatability, and trust, with micro-influencers more effective than macro-influencers in influencing purchase intent. Secondly, the paper highlights significant mediating factors such as shared values between followers and influencers, parasocial relationships, influencer credibility, and content quality. One of the most interesting dimensions of this influence has been platform-centric, i.e., long-form content (YouTube, podcasts) promotes considered decision-making in high-involvement categories, whereas short-form video-style content (Facebook, Instagram reels) promotes impulsive purchasing. Besides, the paper suggests directions to fill these gaps in the literature while contributing insight into digital consumer psychology and implications that can be applied to effectively use influencers for marketers interested in optimizing influencer marketing strategy for Gen Z.

Keywords: Social Media Influencers, Generation Z, Purchase Decisions, Influencer Marketing, Authenticity, Content Marketing

INTRODUCTION

Today's Gen Z live with the internet, which is why social media influencers are so popular with them. Gen Z was born between the 1990s and early 2010s. Because they are so young and spend a lot of time online, it's no surprise they are part of an online community. This makes digital marketing strategies better suited for them. The knowledge, advice, or connections of

influencers help shape people's thoughts, making it easier for them to decide what to buy. Influencers promote products through social media platforms like Instagram, YouTube, Facebook, and Snapchat. These platforms have become powerful tools for digital marketing. Companies are now more dependent on influencer marketing than ever to reach Gen Z, a group with growing spending power. Social media influencer can be classified into four categories Nano-influencers (1K-10K followers), Micro-influencers (10K-100K followers), Macro-influencers (100K-1M followers), Mega-influencers (1M+ followers).

Influencers have a big role in marketing products for Gen Z, as they are often the go-to source for product reviews instead of traditional ads. Because of this, marketers have changed their approaches and include influencers as a key part of their campaigns. The relationship between influencers and Gen Z is more than just influencing choices; it also shapes how they see brands. Social media has grown quickly worldwide, making it easier for influencers to connect with their audience. Unlike traditional marketing, influencers can directly affect what people choose to buy. They also shape how people view brands and cultures. Influencers can set trends, promote products, and influence the values of their followers. Their impact is a key part of modern marketing efforts for Gen Z, and this is an area that gets a lot of attention from researchers. There is a lot of interest in studying how influencers affect the buying behavior of young people. This gap shows the need for a detailed study of the effects of influencer marketing on youth consumers. The study would look at the influencers Gen Z follows most, the psychological ways influencers influence people, and how trust in them compares to other information sources.

LITERATURE REVIEW

In this literature review, we look at previous studies on how Generation Z makes buying decisions and how social media marketing plays a role. The focus is on research that looks at how different aspects of advertising affect the desire to buy. It also looks at how social media platforms serve as channels for advertising. With this detailed analysis, the review sets the stage for understanding the factors that influence Generation Z's buying behavior in a social media environment. Before moving on to topics like social media, influencers, and consumer behavior, we need to understand what makes someone a social media influencer.

According to the (NSI) Nashville Film Institute, social media influencers (SMI) are usually digital creators with a large following. They create high-quality content that educates,

entertains, or inspires their audience, which helps them connect with their fans. Unlike traditional celebrities, influencers are always creating, posting, and interacting with their followers. Whether it's YouTube or Facebook, they're constantly growing their online community.

Aadir Anand (2024) - Generation Z responds positively to influencer marketing, mainly because of the genuine nature of this strategy and the personalized, peer-driven content it offers. However, being open about paid partnerships and managing negative reviews are key to building trust. Overall, influencer marketing is one of the most effective tools marketers can use to influence the spending behavior of Generation Z.

In the opinion of Sharipudin et al. (2023), the position of social media influencers (SMIs) is increasing speedily, especially with the growth of online shopping culture, which has been partly motivated by the Covid-19 pandemic.

The study by Nadanyiova & Sujanska (2023) on the impact of influencer marketing on Generation Z's buying behavior highlights how influencer marketing plays a role in their shopping choices. In short, the internet has over 5 billion users worldwide, with 80% of them using social networks, which has led to a more dynamic marketing environment. Marketers have started leaning into new ways to reach people, like influencer marketing.

Parry and the team (2023) dug into how social media influencers shape the buying habits of Generation Z, especially through the way they advertise. They looked closely at how ads are presented, how Gen Z interacts with them, and what makes a message stick. In the end, they wanted to give marketers, advertisers, and policymakers some solid advice on how to actually connect with Gen Z on social media.

Pinto and Paramita (2021) tackled influencer marketing's impact on Gen Z's brand loyalty. They found that purchase intention is the key piece linking influencers and loyalty. Gen Z lives and breathes digital, especially on social media, so marketers have a unique shot at building real loyalty and driving sales. Their study showed Gen Z isn't just influenced by these online personalities—they turn into true brand advocates. Plus, the research pointed out that influencers, through sparking purchase intent, play a big part in building that connection between Gen Z and the brands they love.

Foundational Theoretical Frameworks

The influence of SMIs (Social Media Influencers) on Gen Z can be understood through several established theoretical lenses:

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- **Source Credibility Model (Hovland & Weiss, 1951):** Posits that a message's persuasiveness is determined by the source's perceived expertise (knowledge/skill) and trustworthiness (honesty/integrity). SMIs build credibility over time through consistent, niche-focused content.
- **Parasocial Interaction (PSI) Theory (Horton & Wohl, 1956):** Explains the one-sided, intimate relationship followers develop with media personas. Gen Z's frequent, interactive engagement with influencers (via comments, likes, DMs) fosters a sense of friendship and connection, deepening trust and increasing receptivity to endorsements.
- **Social Proof (Cialdini, 1984):** Individuals look to others in uncertain situations to guide their own behavior. Influencer endorsements, especially when showcasing positive experiences or high engagement (likes, comments), act as powerful digital social proof, reducing perceived risk for Gen Z consumers.
- **Uses and Gratifications Theory (Katz et al., 1973):** Explains why Gen Z actively selects and uses social media and follows influencers to fulfill specific needs: information (reviews, tutorials), personal identity (aspiration, value alignment), integration and social interaction (community belonging), and entertainment.

The Gen Z–Influencer Ecosystem: A Paradigm Shift in Marketing

Each social platform has its own vibe, and influencers play different roles depending on where you look: **Facebook:** This is where Gen Z mostly discovers new stuff. Over half (56%) say they've bought something straight from Facebook after seeing an influencer's post (Statista, 2024). That #FacebookMadeMeBuyIt trend? It's huge—over 25 billion views. It's all about seeing real people (especially micro-influencers) rave about products, which sparks big waves of buying.

Instagram: Perfect for anything that relies on looks—think fashion, beauty, travel. Influencers here are more like lifestyle guides. Instagram Stories, especially with swipe-up links, get Gen Z to act fast; conversion rates are 3 to 5 times higher than regular posts (Influencer Marketing Hub, 2023).

YouTube: This is where Gen Z goes when they want the full story. Long-form reviews from influencers play a big role in bigger, more expensive purchases like electronics or software. Gen Z spends almost three hours a day on YouTube, and 68% say they trust influencer reviews more than professional critics (Google/Ipsos, 2023).

Synthesizing psychological research with consumer behavior data reveals three primary mechanisms through which influencers drive Gen Z purchases:

1. Trust Acceleration through Para social Interaction

Traditional brand trust-building requires years; influencers achieve similar trust levels within months through Para social relationship development. Analysis shows: 78% of Gen Z report feeling they "know" their favorite influencer "personally" (Sokolova & Kefi, 2020). This perceived intimacy translates directly to purchasing influence, with trusted influencers achieving conversion rates 10 times higher than traditional digital ads among Gen Z (Forrester, 2023)

2. Social Identity Reinforcement

Influencers function as "identity curators" for Gen Z consumers navigating self-expression in digital spaces. Analysis indicates: Gen Z follows influencers who reflect their desired identities (e.g., sustainable consumer, tech enthusiast, creative professional). Purchasing recommended products becomes an act of identity alignment and community belonging. This explains the particular success of niche influencers in categories like sustainable fashion (+215% growth in influencer mentions 2022-2023) and mental wellness

3. FOMO (Fear of Missing Out) as Conversion Catalyst

The temporary nature of social media content (Stories, limited-time promotions) combined with influencer scarcity messaging ("selling out fast") creates powerful urgency. Industry data reveals, Limited-edition influencer collaborations sell out 3.5 times faster than standard product launches. Time-limited discount codes shared by influencers have 65% higher redemption rates than generic codes. This urgency mechanism is particularly effective with Gen Z, 62% of who identify as "impulse buyers" in social commerce contexts (McKinsey, 2023)

The Psychological and Behavioral Impact on Gen Z

Literature documents a clear pathway from influencer exposure to consumer action:

- **Discovery and Awareness:** Over 70% of Gen Z consumers use social media to research new products or brands, with influencers acting as primary discovery engines .
- **Trust over Traditional Advertising:** Gen Z is deeply skeptical of interruptive, traditional ads but places significant trust in influencer recommendations, which are perceived as more genuine "word-of-mouth".
- **Driving Purchase Decisions:** Empirical studies and industry reports consistently show a high correlation between influencer endorsement and Gen Z purchase intent. A 2023 Morning Consult report found that 58% of Gen Z have purchased a product based on an influencer's recommendation.
- **Post-Purchase Behavior:** Influencers also affect the post-purchase stage, where Gen Z consumers are encouraged to share their own experiences , further perpetuating the cycle of social proof.

Emerging Challenges and Downsides Looking at recent data, it’s clear the influencer effect isn’t all positive:

- **Money Stress:** About a third of Gen Z feels financial pressure to keep up with influencer trends, and nearly one in five admit to overspending. **Mental Health Risks:** Heavy influencer watching (four hours or more a day) links to higher body dissatisfaction—especially for young women—as well as more anxiety and unrealistic life expectations.
- **Ad Fatigue:** The more influencer marketing grows, the more Gen Z starts to tune out. Engagement is dropping (down 12% year over year) and ad-blocker use keeps climbing.
- **Transparency Issues:** Even though there are rules, 30–40% of sponsored posts aren’t labeled right under FTC guidelines, raising real questions about honesty and ethics.

Identified Gaps in the Existing Literature

While the existing body of knowledge is robust, this review identifies several gaps:

- **Longitudinal Perspective:** Most studies are cross-sectional. There is a lack of research tracking the long-term evolution of the Gen Z-influencer relationship and its sustained impact on brand loyalty.
- **Cross-Cultural Nuances:** The majority of influential studies are Western-centric. The

impact within diverse cultural and regulatory contexts (e.g., Asia, Middle East) requires deeper exploration.

- The Dark Side and Well-being: Research on potential negative impacts—such as materialism, unrealistic beauty standards, financial pressure from impulse buying, and the psychological effects of Parasocial relationships is less developed.
- Algorithmic Mediation: The role of platform algorithms in amplifying or suppressing influencer content, and how Gen Z navigates this curated reality, is an emerging area of inquiry.

Conclusion

Above paper makes it clear that social media influencers have a big, complicated impact on how Gen Z shops or their buying behavior. Trust, the feeling of a personal connection, and social proof all play huge roles. Gen Z responds the most when influencers feel real, stick to strategies that fit each platform, and actually share their values. The whole scene is a tangled web of trust-building, identity, and urgency driven by Gen Z’s demand for authenticity. Sure, influencers offer brands a ton of new ways to connect, but it’s not all upside. There are real ethical, psychological, and legal issues brands can’t ignore. As Gen Z’s buying power keeps growing, their close relationship with influencers is going to keep shaping not just what we buy, but how we think about identity, community, and what it means to belong in a digital world. In this paper also discussed emerging challenges and gaps with existing studies.

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The Renaissance of Indian Entrepreneurship: Navigating the Dynamic Landscape of a Global Startup Powerhouse.

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Abstract

Over the past decade, India has experienced a strong rise in entrepreneurial activity. Startups now play an important role in economic growth by creating jobs, encouraging innovation, and offering solutions to everyday problems. Government initiatives like Startup India and the availability of young, skilled talent have supported this growth. However, many startups still struggle to survive beyond the early stages due to funding pressure, talent issues, and lack of long-term planning. This paper discusses the key challenges faced by Indian startups and proposes simple, practical solutions that focus on steady growth and sustainability.

Keywords: Indian startups, entrepreneurship, innovation, sustainability, Startup India

1. Introduction

Entrepreneurship has become a major contributor to India’s economic and social development. Startups are emerging across sectors such as technology, healthcare, education, agriculture, and finance. These ventures are solving real-life problems while creating employment opportunities.

Earlier, starting a business in India involved high risk and limited support. Today, access to technology, funding, and government schemes has encouraged many young entrepreneurs. Despite this progress, a large number of startups fail after the initial phase. This study focuses on understanding why this happens and how startups can improve their chances of long-term success.

2. Review of Literature

Existing studies show that India’s startup growth is supported by government policies, digital infrastructure, and investor interest. Incubators, accelerators, and mentoring programs have also helped early-stage startups. However, research points out gaps such as limited focus on product improvement, weak collaboration with institutions, and pressure for fast growth. These issues highlight the need for more balanced and sustainable approaches.

3. Research Objectives

The objectives of this study are:

1. To examine the present condition of Indian startups.
 2. To identify the main challenges faced by startups today.
 3. To propose simple and practical solutions for sustainable startup growth.
-

4. Research Methodology

This study is based on secondary data collected from government reports, research papers, and startup ecosystem studies. A descriptive and qualitative approach is used to understand common problems, patterns, and possible solutions within the Indian startup environment.

5. Problems Faced by Startups in the Current Generation

Core Problem

The main problem faced by many startups is not starting the business, but continuing it successfully over time. In the early stage, startups often receive funding and attention. Later, pressure to grow quickly forces founders to focus on short-term results rather than building a strong product. This leads to poor decisions, quality issues, and business failure.

Key Challenges

- **Funding Pressure:** Difficulty in securing growth-stage funding without rushing expansion.
 - **Talent Issues:** Inability to attract and retain skilled employees due to limited resources.
 - **Regulatory Complexity:** Legal and compliance procedures that are hard for new entrepreneurs to manage.
 - **Sustainability Issues:** Challenges in balancing growth, quality, and long-term stability.
-

6. Proposed Solution

Steady and Value-Focused Growth Approach

A practical solution is to adopt a steady growth approach that focuses on customer value and product quality. Instead of expanding too fast, startups should improve their offerings step by step and build customer trust.

Founders should concentrate on strengthening the business foundation before scaling. Investors and support systems should also encourage long-term progress rather than expecting immediate profits.

7. Methodology to Implement the Solution

1. **Identify Customer Problems:** Understand real customer needs through direct interaction and feedback.
 2. **Build a Simple Product:** Start with a basic version that solves the main problem.
 3. **Improve Gradually:** Use customer feedback to make continuous improvements.
 4. **Seek Guidance:** Learn from mentors, incubators, and experienced professionals.
 5. **Use Funds Wisely:** Spend money carefully on product improvement and essential operations.
 6. **Scale at the Right Time:** Expand only after the product becomes stable and accepted.
-

8. Expected Outcomes

By following this approach, startups can reduce failure rates and improve long-term survival. A focus on quality, customer satisfaction, and steady growth helps build strong and sustainable businesses.

9. Conclusion

The renaissance of Indian entrepreneurship reflects the country’s growing confidence and innovative spirit. While support systems have improved, long-term startup success depends on careful planning and steady growth. By focusing on real pro

SMART STARTUPS: OPPORTUNITIES AND RISKS OF USING AI FOR NEW BUSINESSES

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ABSTRACT:

Artificial Intelligence (AI) is becoming a transformative instrument for modern start-ups, helping them operate smarter and faster. Emerging startups leverage AI to improve decision-making, reduce costs, and deliver better customer experiences. It strengthens the ability of small enterprises to match the performance of larger firms through automation and innovation. Smart technology platforms such as predictive analytics, intelligent automation, personalized marketing systems, and virtual assistants enable new businesses to scale faster with fewer resources, thereby creating significant competitive advantages. However, the adoption of AI also introduces critical risks and challenges, including data privacy concerns, cybersecurity threats, algorithmic bias, ethical issues, and the high dependency on technology in early-stage operations. Moreover, limited technical expertise and the financial burden of AI infrastructure often restrict small ventures from fully optimizing AI capabilities. The main objectives are to understand how AI helps start-ups improve efficiency, innovation and overall growth. It aims to identify the key opportunities AI creates for new businesses, such as better decision-making and cost reduction. . Another objective is to examine the risks and challenges involved in using AI, including data privacy, ethical issues and high implementation costs. This study analyzes both the opportunities and risks associated with AI adoption, offering insights into how startups can strategically deploy AI for sustainable growth while implementing robust risk-mitigation practices.

Keywords: Artificial Intelligence (AI), Smart Start up, Entrepreneurial Innovation, Technological Risks.

INTRODUCTION

Smart startups leveraging AI in new businesses face immense opportunities alongside notable risks. AI enables automation of repetitive tasks like customer support and data entry, allowing founders to focus on innovation and scaling operations efficiently. It powers personalized marketing, predictive analytics for e-commerce, and tools like chatbots or recruitment apps,

driving rapid growth and competitive edges in sectors such as finance, retail, and healthcare. Startups can launch ideas like AI-driven fraud detection, virtual health assistants, or precision farming solutions to tap into high-ROI markets projected for 2025 and beyond. However, risks include data breaches from insecure AI tools, especially for resource-limited teams lacking thorough testing. Over-reliance on AI may erode human interaction, harming customer relations and organizational culture. Ethical concerns, regulatory compliance, and integration challenges with existing processes can lead to financial losses or reputational damage if not managed strategically. High computing costs, data privacy issues, and biased algorithms further complicate adoption for new ventures. Thoughtful implementation, legal counsel, and alignment with business goals mitigate these pitfalls. Ultimately, AI transforms startups into agile innovators when balanced with robust risk strategies.

OBJECTIVES

- To identify key opportunities where AI drives efficiency, innovation, and competitive advantages, such as automation, predictive analytics, and personalized services in sectors like finance and healthcare.
- To analyze prominent risks associated with AI adoption, including data privacy breaches, ethical biases, high implementation costs, and regulatory compliance challenges for resource-constrained startups.
- To evaluate strategies for balancing AI integration with business goals, emphasizing risk mitigation through secure tools, legal frameworks, and human oversight.
- To provide actionable insights for aspiring entrepreneurs on leveraging AI to scale ventures sustainably while minimizing potential pitfalls.

SCOPE OF THE STUDY

- Covers AI opportunities like automation, analytics, and ideas in finance, healthcare, and retail for startups.
- Examines risks including data privacy, biases, costs, ethics, and regulations for new businesses.

- Reviews strategies to integrate AI safely and balance growth with risk management.
- Focuses on practical insights for entrepreneurs launching AI-driven ventures in 2025.

METHODOLOGY:

Research Design: Descriptive survey method.

Sample Size: 120 respondents.

Sampling Technique: Convenience sampling.

Data Collection: Structured questionnaire with Likert-scale responses (Strongly Agree → Strongly Disagree).

Tools of Analysis:

- Percentage Analysis
- Weighted Average Method
- Chi-Square Test.

LIMITATIONS OF THE STUDY

1. **Sample Size:** Only 120 respondents, which may not represent the entire population.
2. **Bias in Responses:** Self-reported data may be influenced by individual opinions.
3. **Geographic Limitation:** Results are restricted to the study location.
4. **Dynamic Nature of IA:** Since automation evolves rapidly, findings may change over time.

REVIEW OF RELATED LITERATURE

1. Author name: Sebastian uriarte (2025), Artificial intelligence technologies and entrepreneurship: a hybrid literature: This paper reviews the existing research on the application of AI-based technologies in entrepreneurial practice. Specifically, it conducts a hybrid literature review, analyzing 345 articles from peer-reviewed journals. It identifies the main contributions to the field; the conceptual, social, and intellectual structures; and the leading themes addressed

to date. AI-based technologies hold significant potential for revolutionizing entrepreneurial practices. By automating processes, enhancing decision-making and fostering innovation, AI enables entrepreneurs to navigate complex market dynamics and capitalize on new opportunities.

2. Author name: Dede Irman (2025), AI Adoption in Business: Opportunities and Challenges for Start-ups. This study aims to analyze the opportunities and challenges in adopting AI in start-up businesses and its impact on company performance. The research method used is a qualitative and quantitative approach by collecting data through surveys, interviews, and literature studies. The results of the study show that AI provides various benefits for start-ups, such as increasing operational efficiency, optimizing decision-making, personalizing customer service, and reducing labour costs. The fintech and e-commerce sectors are the industries with the highest rates of AI adoption due to the need for automation and data security.

ANALYSIS AND DATA INTERPRETTIONS

PERCENTAGE ANALYSIS

TABLE: 1

VARIABLES	CLASSIFICATION	FREQUENCY	PERCENTAGE
GENDER	Male	40	33.33%
	Female	80	66.67%
AGE	Below 20	60	50.00%
	21–25	50	41.67%
	26– 30	10	8.33%
Educational qualifications	Undergraduate	85	70.83%
	Postgraduate	25	20.83%
	Professional/Technical Certification	10	8.33%

Source: Primary Data

CHI-SQUARE TEST

HYPOTHESES TESTING:

Objective: 2. To Analyze Prominent Risks Associated With Ai Adoption of Using Ai For New Business

H0: There is no significant difference between gender and ai adaptation of using ai for new business

H1: There is significant difference between gender and ai adaptation of using ai for new business

TABLE:2

Adaptability in intelligent automation.	GENDER		Chi-square Value	df	Pvalue
	MALE	FEMALE			
high implementation cost	27	13	120	3	
ethical biases	30	15			
data privacy breaches	20	15			
TOTAL	77	43	10.23		0.017

INTERPRETATION:

The above table showed that p value is less than the table value the null hypothesis is rejected. hence there is significance difference between gender and ai adaptationof using ai for new business

- Objectives:3 To evaluate strategies for balancing AI integration with business goals, emphasizing risk mitigation through secure tools, legal frameworks, and human oversight.

TABLE:3

statement	CAREER IMPACT						
	Str on gly Agree	A ge ed	Ne utr al	Disa gree	Stron gly disagree	Total	Ran k
AI adoption has improve overall efficiency and decision-mak ingacross department	60	22	8	6	24	448	1
legal teams are involved in every major AI-related decision	36	12	36	18	18	408	2

There are clear accountability structures for decisions made with AI support.	26	40	12	18	24	386	4
Human experts regularly review AI outputs for accuracy and fairness.	12	44	36	24	4	396	3
Ethical implications of AI use are evaluated before deployment	13	60	4	12	10	231	5

INTERPRETATION:

The ranking analysis shows that involvement of legal teams in AI-related decisions is considered the most important factor, highlighting the priority given to compliance and risk management. In contrast, evaluating ethical implications before AI deployment is ranked lowest, indicating the need for greater focus on ethical considerations.

FINDINGS:

- The gender-wise distribution shows that female respondents (66.67%) are higher than male respondents (33.33%), indicating greater female participation in the study.
- With regard to age, half of the respondents (50.00%) belong to the below 20 years category, followed by 41.67% in the 21–25 years group, showing that the majority of respondents are young.
- Only a small proportion of respondents (8.33%) fall under the 26–30 years age group, indicating limited representation from older age categories.
- In terms of educational qualification, a majority of respondents (70.83%) are undergraduates, highlighting that most participants are pursuing or have completed undergraduate studies.
- followed by high implementation cost (27 respondents) and data privacy breaches (20 respondents).
- Among female respondents, ethical biases (15 respondents) and data privacy breaches (15 respondents) are equally reported, while high implementation cost (13 respondents)

is slightly lower.

- The p-value is 0.017, which is less than the 0.05 level of significance.
- Ethical implications are evaluated before AI deployment, but this is limited and needs stronger enforcement and awareness.

SUGGESTIONS:

- Organizations should strengthen ethical frameworks and bias-mitigation practices, as ethical bias is the major concern among both male and female respondents.
- Regular training and awareness programs on AI ethics, data privacy, and responsible AI use should be conducted, especially for young and undergraduate users.
- Legal teams should continue to be actively involved in AI-related decisions, while also collaborating closely with technical and HR teams.
- Clear and well-defined accountability structures must be established to ensure responsibility for AI-supported

CONCLUSION:

The study concludes that while intelligent automation and AI adoption offer significant improvements in efficiency and decision-making, their successful implementation depends on responsible governance and ethical practices. Addressing ethical bias, strengthening data privacy, and ensuring continuous human oversight are essential to build trust and fairness in AI systems. Active involvement of legal teams, clear accountability structures, and regular training programs further support responsible AI use. By adopting cost-effective solutions and reinforcing ethical and security frameworks, organizations can enhance adaptability and achieve sustainable benefits from intelligent automation.

Sustainable Livelihoods and Women-Led Enterprises: An SDG-Based Evaluation of Kudumbashree Hotels in Kerala

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Abstract

Women-led enterprises play a vital role in enhancing economic growth, social empowerment, and sustainable livelihoods, particularly in developing regions. Kerala’s Kudumbashree Mission has emerged as a pioneering model of community-based women entrepreneurship, with Kudumbashree-run hotels representing a successful and inclusive enterprise model aligned with several Sustainable Development Goals (SDGs). Despite their growing visibility, limited empirical research exists on the SDG contributions of these hotel units. This study evaluates the economic, social, and operational outcomes of women managing Kudumbashree hotels through a descriptive research design involving 100 women entrepreneurs selected via convenience sampling. Primary data were collected using structured questionnaires, and statistical analyses—including descriptive statistics and paired sample t-tests—were employed to assess changes before and after joining the enterprise. The findings indicate significant improvements in income, financial stability, and social empowerment among the women entrepreneurs. However, the study also identifies considerable challenges in financial access, operations, marketing, human resources, and administrative compliance. The results underscore the transformative role of Kudumbashree hotels in advancing SDGs related to poverty reduction, gender equality, decent work, and sustainable livelihoods. Addressing the identified challenges can further enhance the sustainability and scalability of women-led enterprises in Kerala.

Keywords : Kudumbashree hotels; women entrepreneurship; sustainable livelihoods; SDGs; economic empowerment; social impact; community-based enterprises; Kerala; financial stability; women-led microenterprises.

Introduction

Women-led enterprises play a transformative role in promoting inclusive economic growth, social development, and community resilience, especially in developing countries. In India, women entrepreneurship has gained significant momentum through collective action models that provide economic opportunities and enhance social empowerment. Kerala’s Kudumbashree Mission stands out as one of the world’s largest women empowerment initiatives, fostering entrepreneurship across sectors such as hospitality, catering, and micro-enterprises. Among its various ventures, Kudumbashree hotels—run entirely by women—represent a successful model of community-based entrepreneurship, offering affordable food, dignified employment, and a platform for sustainable livelihoods.

The growing global emphasis on the United Nations Sustainable Development Goals (SDGs) has further highlighted the need for inclusive, sustainable, and locally driven business models. Kudumbashree hotels contribute directly and indirectly to several SDGs, including poverty reduction (SDG 1), gender equality (SDG 5), decent work and economic growth (SDG 8), and responsible consumption and production (SDG 12). Understanding the SDG impact of these women-led enterprises is crucial for evaluating their long-term sustainability, policy relevance, and potential for replication in other regions. However, despite their increasing presence and public recognition, empirical studies on the SDG alignment of Kudumbashree hotels remain limited.

Given this context, there is a pressing need to systematically analyze how Kudumbashree-run hotels contribute to sustainable livelihoods and SDG targets at the grassroots level. Such an assessment can bridge existing knowledge gaps by providing evidence on economic, social, and environmental outcomes generated by these women-led enterprises. By doing so, the study aims to strengthen the understanding of community entrepreneurship as a pathway to sustainable development, while offering insights for policymakers, development practitioners, and researchers.

Research Problem

Despite the growing presence of Kudumbashree hotels in Kerala and their recognized role in empowering women, there is limited empirical evidence on how these enterprises contribute to the Sustainable Development Goals. The absence of systematic evaluation creates a gap in understanding their economic viability, social impact, and sustainability outcomes, thereby restricting informed policy formulation and scale-up opportunities.

Importance of the Study

This study is important because it provides a systematic understanding of how Kudumbashree-run hotels contribute to women’s economic empowerment, social advancement, and sustainable livelihood creation in Kerala. By examining the economic changes before and after starting these enterprises, the research highlights the real financial benefits and income stability gained by women entrepreneurs. Analyzing the social impact further reveals improvements in confidence, decision-making power, and community participation, which are essential indicators of gender empowerment. Additionally, identifying the challenges faced by these women helps policymakers and Kudumbashree officials design better support mechanisms, training programs, and resource allocation strategies. Overall, the study offers valuable insights for strengthening women-led enterprises, enhancing SDG progress, and promoting inclusive development models across Kerala and beyond.

Objectives of the Study

- To understand the economic changes experienced by women before and after starting Kudumbashree hotel enterprises.
- To examine the social impact of Kudumbashree hotels on women entrepreneurs and their families.
- To identify the major challenges faced by women in operating and sustaining Kudumbashree hotel units.

Hypotheses of the Study

- H₀₁: There is no significant economic improvement in the income and financial stability of women after starting Kudumbashree hotel enterprises.
- H₀₂: Kudumbashree hotel enterprises do not have any significant positive social impact on women entrepreneurs and their families.
- H₀₃: Women entrepreneurs operating Kudumbashree hotels do not face significant challenges that affect the sustainability and growth of their enterprises.

Literature Review

Brush et al. (2019) observed that women-led enterprises play a crucial role in improving household income and strengthening financial independence. Their study shows that women entrepreneurs contribute to sustainable livelihood creation and help reduce economic vulnerability within communities.

Mayoux (2017) noted that women’s participation in entrepreneurial activities enhances self-confidence, increases decision-making ability, and promotes greater social mobility. The study emphasizes that entrepreneurship enables women to take leadership roles and actively participate in community-level governance and social networks.

Devika and Thampi (2018) found that the Kudumbashree initiative in Kerala serves as an effective model for collective women empowerment. Their research highlights that micro-enterprises such as community kitchens and catering units have improved livelihood security, strengthened entrepreneurial skills, and expanded workforce participation among women from marginalized groups.

UNDP (2020) reported that women-led enterprises make significant contributions to key Sustainable Development Goals, particularly those related to poverty reduction, gender equality, and decent work. The report underscores that women entrepreneurs support inclusive development and responsible production practices, thereby enhancing community well-being.

Sarumathi and Mohan (2019) identified that women entrepreneurs in India continue to face challenges such as limited access to credit, inadequate training, and difficulties in balancing work and family responsibilities. Their findings indicate that structural and operational barriers persist even within supportive systems like self-help groups, affecting the long-term sustainability of women-owned micro-enterprises.

Research Gap

Although several studies have examined women entrepreneurship, the functioning of self-help groups, and the role of Kudumbashree in promoting livelihood opportunities, there is limited empirical evidence specifically focusing on Kudumbashree-run hotels and their impact on women’s economic and social well-being. Existing research largely highlights Kudumbashree’s general empowerment outcomes, but very few studies analyze the before-and-after economic changes experienced by women in this particular hospitality model. Similarly, the social impact and operational challenges of Kudumbashree hotels remain underexplored in the academic literature. This gap underscores the need for a focused study that evaluates the economic transitions, social benefits, and challenges faced by women entrepreneurs managing Kudumbashree hotel units, offering insights that can support policy strengthening and enterprise sustainability.

Research Methodology

The study adopts a descriptive research design to evaluate the economic and social outcomes of women running Kudumbashree hotels in Kerala. A sample of 100 women entrepreneurs operating Kudumbashree hotel units was selected using convenience sampling, considering ease of accessibility and the practical feasibility of reaching respondents. Primary data were collected through structured questionnaires that included both closed-ended and Likert-scale items to capture economic changes, social impact, and challenges faced by the respondents. The data were analyzed using descriptive statistics, paired comparisons, and relevant inferential tests to assess before-and-after economic variations and to examine the social and operational dimensions of the enterprises. This methodology ensures a comprehensive understanding of women’s livelihood experiences within the Kudumbashree hotel model.

Data Analysis and Interpretation

Table: 1 Descriptive Statistics of Income and Financial Stability Before and After Starting Kudumbashree Hotel Enterprises

Pair	Variables	Mean	N	Std. Deviation	Std. Error Mean
1	Before Income	8,200	100	1,250	125
	After Income	12,600	100	1,780	178
2	Before_FinancialStability	4.1	100	1.05	0.10
	After_FinancialStability	7.3	100	1.20	0.12

Interpretation

The descriptive statistics show a clear improvement in both income and financial stability after women started Kudumbashree hotel enterprises. The mean monthly income increased from ₹8,200 before joining to ₹12,600 after, indicating a substantial rise in economic earnings. Similarly, the financial stability score improved from a mean of 4.1 to 7.3 on a 10-point scale, suggesting better control over personal finances and enhanced financial security. The standard deviations and standard errors remain within acceptable limits, indicating consistent responses among the 100 participants. Overall, the descriptive data strongly suggest positive economic changes following the establishment of Kudumbashree hotel enterprises.

Table 2: Statistical Comparison of Income and Financial Stability Before and After Starting Kudumbashree Hotel Enterprises

Pair	M D	S D	S E	t	df	Sig. (2-tailed)
Pair 1 (After_Income – Before_Income)	4,400	1,520	152	28.95	99	.001
Pair 2 (After_FinancialStability – Before_FinancialStability)	3.2	1.10	0.11	29.09	99	.003

A paired sample t-test was conducted to compare women’s income and financial stability before and after starting Kudumbashree hotel enterprises. The results show a significant increase in income (Mean Difference = 4,400; $t = 28.95$; $p = .000$) and a significant improvement in financial stability (Mean Difference = 3.2; $t = 29.09$; $p = .000$). Since the p-value for both pairs is less than 0.05, the differences are statistically significant. Therefore, the null hypothesis (H_{01}), which states that there is no significant economic improvement in income and financial stability after starting Kudumbashree hotel enterprises, is **rejected**, and the alternative hypothesis is accepted.

Table 3: Descriptive Statistics of Income and Financial Stability Before and After Starting Kudumbashree Hotel Enterprises

Pair	Variables	Mean	N	Std. Deviation	Std. Error Mean
1	Before Social Impact	3.8	100	1.12	0.11
	After Social Impact	7.9	100	1.30	0.13

The descriptive statistics for the variable Before_SocialImpact show that the average social impact score of women before joining the Kudumbashree hotel enterprises was 3.8, based on responses from 100 participants. The standard deviation of 1.12 indicates moderate variation in the scores, suggesting that the women’s initial social well-being and social support levels varied to some extent. The standard error of 0.11 shows that the sample mean is a reliable estimate of the population mean. Overall, these values reflect relatively low social impact levels before participation in the Kudumbashree hotel programme.

Table 4: Paired Sample t-Test for Social Impact

Pair	M D	S D	S E	t	df	Sig. (2-tailed)
Pair 1 (After – Before)	4.1	1.25	0.12	34.17	99	.000

Interpretation

A paired sample t-test was performed to examine whether Kudumbashree hotel enterprises created a positive social impact on women entrepreneurs and their families. The results show a significant improvement in social impact scores, with the mean increasing from 3.8 before participation to 7.9 after joining the enterprise. The mean difference of 4.1 was statistically significant ($t = 34.17$, $p = .000$). Since the p-value is less than 0.05, the null hypothesis stating that Kudumbashree hotel enterprises do not have any significant positive social impact is **rejected**, confirming that the programme has produced a strong positive social impact.

Variable	t	df	Sig. (2-tailed)	M D
Financial Challenges	11.71	99	.000	0.82
Operational Challenges	13.57	99	.000	0.95
Marketing Challenges	13.75	99	.000	1.10
Human Resource Challenges	12.57	99	.000	0.88
Administrative/Regulatory Challenges	10.37	99	.000	0.76

Interpretation

A one-sample t-test was conducted to assess whether women operating Kudumbashree hotel enterprises face significant challenges affecting sustainability and growth. Using a test value of 3 (moderate challenge), the results indicate that all five challenge dimensions—financial, operational, marketing, human resource, and administrative—have mean scores significantly higher than the test value ($p = .000$ for all variables). This shows that the challenges experienced by the women are significantly above moderate levels. Therefore, the null hypothesis (H_{03}), which states that women entrepreneurs do not face significant challenges

affecting sustainability and growth, is **rejected**, confirming that women indeed face substantial challenges in running Kudumbashree hotel enterprises.

Major Findings

- Women experienced a substantial increase in income after starting Kudumbashree hotel enterprises, with average monthly income rising from ₹8,200 to ₹12,600.
- Financial stability significantly improved, with mean stability scores increasing from 4.1 to 7.3, indicating better financial control and reduced vulnerability.
- The social impact score increased notably from 3.8 to 7.9, showing enhanced confidence, decision-making power, and community participation.
- The paired t-test for social impact revealed a significant positive shift ($p = .000$), confirming that Kudumbashree hotels contribute strongly to social empowerment.
- Women entrepreneurs face significant challenges across all five dimensions—financial, operational, marketing, human resource, and administrative.
- All challenge variables recorded mean scores significantly higher than the test value of 3, indicating challenges greater than moderate levels. Key issues include difficulty accessing credit, high workload, inadequate promotion, shortage of skilled workers, and administrative compliance burdens.

Suggestions

- Provide easier access to credit, subsidized loans, and working capital assistance through Kudumbashree and cooperative banks.
- Introduce financial literacy and enterprise management training to enhance budgeting and cost optimization.
- Conduct regular training programs on food safety, inventory management, and modern kitchen practices.
- Provide better infrastructure support, including modern equipment and storage facilities.
- Launch state-level marketing campaigns to promote Kudumbashree hotel branding.

- Encourage digital promotion through social media, food delivery platforms, and local tourism networks.
- Offer skill-development programs in hospitality, customer service, and leadership.
- Recruit trained support staff or interns through vocational institutes.
- Simplify licensing and compliance processes for small women-run enterprises.
- Establish a monitoring and support cell within Kudumbashree to guide women through administrative procedures and operational challenges.

Conclusion

The study clearly demonstrates that Kudumbashree-run hotel enterprises have made a significant positive contribution to women’s economic and social empowerment in Kerala. The before-and-after analysis shows substantial improvements in income, financial stability, and overall social well-being, confirming the effectiveness of this community-based entrepreneurship model. Although women entrepreneurs benefit greatly from these initiatives, they continue to face notable challenges in financial access, operations, marketing, human resources, and administration. Addressing these constraints through targeted training, financial support, streamlined policies, and enhanced promotional strategies can further strengthen the sustainability and impact of Kudumbashree hotels. Overall, the findings underscore the importance of women-led enterprises in advancing the Sustainable Development Goals and promoting inclusive, sustainable livelihoods at the grassroots level

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Behavioural Factors Motivating Indian Young Adults towards Pursuing Sustainable Start-Ups

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Abstract

Sustainable start-ups integrates entrepreneurship with profit motive by prioritizing ESG (Economic, social and Governance Factors). They focus on long term impact by delivering profitable solutions and reducing environmental harm.

Purpose: Behavioural factors such as Passion to Innovate (PI), Desire for Independency (DI), Desire for Achievement (DA), Curiosity (C), Freedom in Work Style (FWS), Personal Fulfilment (PF), Need for Problem Solving (NPS), Social Recognition (SR), Financial Motivation (FM), Risk Taking (RT), Technological Innovation (TI), are concerned in pursuing Sustainable Start-ups.

Research Methodology: A systematized questionnaire done by the quantitative research design is executed. Correlation and Regression analysis are applied for all variables with a sample size of 218.

Findings: The findings highlights that sustainable entrepreneurship among young adults is not only an economic choice but it is driven by sustainability. . The beta value ($\beta = 0.869$) confirms that Sustainable start-ups (SSU) is a positive predictor of behavioural factors.

Research Implication: This research uses rural, urban and sub-urban over informing data.

Originality: This study uniquely links behavioural psychology with sustainable entrepreneurship by integrating theory of Planned Behaviour.

Practical Implication: The findings provide valuable insights for strengthening India’s Sustainable start-up ecosystem. Educational Institutions and Policy makers can design targeted entrepreneurship programs to nurture sustainable and innovative thinking.

Social Implication: Promoting sustainable entrepreneurial intentions among young adults can enhance long-term social welfare, economic development, community empowerment and inclusive sustainable growth.

Key words: Behavioural Factors, Motivating Factors, Sustainable Start-ups, Young Adults

Introduction

In recent days India has witnessed growing of young adults in pursuing sustainable start-ups that can balance profitability and sustainability. As mentioned Yaser Hasan Al-Mamary, et al (2025), there is a strong relationship between entrepreneurship, innovation and sustainable innovation.

2. Literature Review

In today’s world there is a significant and drastic shift towards sustainability. It has created pathway for considering the ecosystems. But, Sustainable start-ups are budding in the emerging economy like India.

Siddharth Nayan Sharma, Raju Subba, (2025), emphasis that green start-ups combine both entrepreneurship and sustainability which supports both economic growth and environmental protection.

2.1 Innovative Mind set

Shichao Yu, Arslan Ayub, Hasnain Bashir, (2025), confirmed that when people have innovation their performance towards their acts will improve. If they understood that their innovation is so strong then their effectiveness towards the entrepreneurship also becomes stronger.

2.2 Independent Orientation

Youni Miao, Jun Luo, Yangyang Jiang (2025), explained that entrepreneurs depend on digital platforms for resources. It shows that they are being dependent on technology alone. Their actions are independent towards human beings that helps in building the economic, social and environmental sustainability.

2.3 Achievement Motivation

Sayuri Wijekoon, Mahdi Vesal, Aron O’Cass, (2025), emphasised that new ventures has better function when they take flexible decisions and make use of the most resources they have. By using this strategy they can connect well with the customers and improve their satisfaction.

2.4 Curiosity Trait

Samuel Adomako, et al, (2024), explained that the curiosity in an entrepreneur helps their new venture become more innovation. The curiosity leads them to search for information that explains how innovation happens. In conclusion, it is found that fast changing environments can strengthen these effects.

2.5 Work Autonomy Preference

Anna Watson, et al, (2024), explains that there are few factors that affect the well-being of the ventures. It is explained that franchisees who consider themselves as entrepreneurs are given more autonomy and they are having their own principles.

2.6 Personal Fulfilment

Manuel Morales Valero, et al, (2025), demonstrated that job satisfaction and fulfilment of women entrepreneurs would create an impact in the society. It explained that strong motivation and career guidance

would improve their satisfaction.

2.7 Problem Solving Orientation

Mattia Bianchi, Roberto Verganti, (2021), explained that finding meaningful problems is as important as solving them in fast changing world. Finding complex problems and giving appropriate solutions. Instead of looking root cause of the problems, solving them will bring more creativity and innovate new ideas in entrepreneurship.

2.8 Social Recognition

Adam K. Frost, Shuang L. Frost, Christian Garmann Johnsen, (2025), demonstrated that many societies are starting new ventures and business to gain a recognition and social status. This study introduced “Status Entrepreneurship”, where entrepreneurs use their ventures only for building their own business, but to gain prestige and symbolic value in the society.

2.9 Financial Orientation

Anthony Abiding Enola (2021), explained that entrepreneurs choose their source of fund. It was found out that those needing capital for their business rely on internal funds. Business expansion and product or service development push entrepreneurs towards profit motive. These traits helps the entrepreneurs to stick towards profit and finance motive and expand their service of operation.

2.10 Risk Taking Behaviour

Kolawole Iyiola, Ahmad Alzubi, Kelsey Dappa, (2023), demonstrated that, learning –oriented approach helps start-ups to perform better by initiating new skills and imparting knowledge. This study Highlights that the entrepreneurs willingness to take risk and strengthen the organisational structure and.

2.11 Sustainability Orientation

Jalal Rajeh Hanaysha, et al, (2025), explained that green entrepreneurial orientation and corporate social responsibility plays a key role in determining the entrepreneurial innovation. It was a study carried out, where it demonstrated that green innovation has a strong impact on achieving sustainability goals.

2.12 Technology Orientation

Philip Jorzik, et al, (2024), demonstrated that how technology start-ups use Artificial Intelligence (AI), to innovate their business models for sustainability. It was identified that, technology helps the start-ups to create and deliver appropriate solutions considering the economic impact.

2.13 Theoretical Linkage

The theory of Planned Behaviour by Icek Ajzen (1991), explains the prediction of human behaviour and why they take action on it. In this study, the theory explains how behavioural factors motivate Indian young adults to pursue sustainable start-ups. Factors such as curiosity, independent desire etc. are psychological drivers that are crucial in forming entrepreneurial intentions.

3. Research Framework

3.1 Objectives and Hypotheses Development

To observe the connection between entrepreneurial behavioural factors.

To examine the relationship between behavioural factors toward sustainable start-ups.

3.2 Hypotheses

H1: There is a robust connection between entrepreneurial behaviour factors.

H2: There is a significant relationship between behavioural factors towards Sustainable start-ups.

4. Research Methods and Materials

This study incorporates a descriptive research plan with a sample size of 218 participants chosen through method of simple random sampling, which was obtained through questionnaire calculated through five-point Likert scale. The research was led over the time frame from November 2025 to December 2025. Reliability analysis, Regression and correlation were used as the main statistical means using SPSS 22 software for analysis of data.

4.1 Demographic Profile

Out of 218 participants, most come from the age category of 18-21 years. Majority of them are Female and residing in Urban area. In terms of academic aspect, the maximum percentage of people are pursuing Undergraduate and their major source of income from Pocket Money.

4.2 Determinants of Reliability

Table 1 :Reliability Statistics	
Cronbach's Alpha	N of Items
.976	12

Source: Primary

Interpretation:

Reliability analysis revealed in table 1 was fixed using Cronbach’s Alpha which gave a value of 0.976 demonstrating very good consistency. As per Nunally (1978), values above 0.80 are very good. The scale usage in this study is dependable and suitable for further investigations.

4.3 Correlation Analysis

Table : 2 Correlation Analysis												
Variables		PI	DI	DA	C	FWS	PF	NPS	SR	FM	RT	TI
PI	Passion to Innovate	1	.778**	.791**	.729**	.747**	.698**	.729**	.704**	.704**	.722**	.712**
DI	Desire for Independence	.778**	1	.813**	.791**	.816**	.770**	.749**	.736**	.746**	.792**	.775**

DA	Desire for Achievement	.791**	.813**	1	.810**	.796**	.786**	.728**	.732**	.743**	.754**	.759**
C	Curiosity	.729**	.791**	.810**	1	.832**	.808**	.787**	.789**	.765**	.813**	.783**
FWS	Freedom in Work style	.747**	.816**	.796**	.832**	1	.783**	.786**	.802**	.789**	.789**	.803**
PF	Personal Fulfilment	.698**	.770**	.786**	.808**	.783**	1	.797**	.819**	.818**	.798**	.811**
NPS	Need for Problem Solving	.729**	.749**	.728**	.787**	.786**	.797**	1	.805**	.763**	.782**	.765**
SR	Social Recognition	.704**	.736**	.732**	.789**	.802**	.819**	.805**	1	.796**	.770**	.786**
FM	Financial Motivation	.704**	.746**	.743**	.765**	.789**	.818**	.763**	.796**	1	.773**	.815**
RT	Risk Taking	.722**	.792**	.754**	.813**	.789**	.798**	.782**	.770**	.773**	1	.789**
TI	Technological Inclination	.712**	.775**	.759**	.783**	.803**	.811**	.765**	.786**	.815**	.789**	1
Source: Primary N=218** Significant at 0.01 level (2tailed)												

Interpretation:

The correlation analysis demonstrates a strong relationship among all behavioural factors influencing young adults to pursue sustainable start-ups. The coefficient are ranging from (0.69 to 0.83) and significance at

0.01 level suggest that these factors are not isolated, but force other factors in shaping the entrepreneurial factors. This demonstrates that sustainable Start-ups arises from multidimensional factors and contribute to stronger entrepreneurial development among Indian young adults.

Regression Analysis

Pathway	B	Std. Error	Beta (β)	t	Sig. (p)	R	R ²	Adjusted R ²	Std. Error of Estimate	Durbin-Watson
SSU → BF	8.424	0.326	0.869	25.868	0.000**	0.869	0.756	0.755	8.86359	1.774
**Significance at 1% level. Source : Primary										

Interpretation:

The regression analysis demonstrates that the impact of sustainable start-up (SSU) on Behavioural Factors

(BF) among young adults. It demonstrates the correlation coefficient ($R=0.869$) showing a profitable relationship between SSU and BF. The beta value ($\beta = 0.869$) confirms that Sustainable start-ups (SSU) is a positive predictor of behavioural factors. The t value of 25.868 and the significance level confirms the statistical significance at 1%.

5. Findings from the Study

The findings highlights that sustainable entrepreneurship among young adults is not only an economic choice but it is driven by sustainability. These behavioural factors and the theory can be supportive so as to enhance the growth of sustainable start-ups in India.

6. Conclusion

This study reveals that Indian young adults are motivated to pursue sustainable start-ups. They are dependent on few factors such as risk-taking, curiosity, etc. that could shape their entrepreneurial intentions towards adoption and pursuing of sustainable start-ups. All the above-mentioned factors are closely related with the Theory of Planned Behaviour that demonstrates the attitudes and traits that are key drivers for behavioural intentions.

7. Suggestion

To have a broader knowledge about sustainable start-ups in India among young adults, the educational institutions should conduct various campaigns that could elevate their innovative ideas. Government and financial institutions should come forward to provide green loans and to enhance and motivate their entrepreneurial ideas

8. Scope of Future Research

There should be proper monitoring of behavioural patterns in sustainable start-ups across different regions of India. There should be observation of how these behavioural factors could evolve over the period of time and how they are influencing the start-ups.

9. Social Relevance

This study is related to the society because in the developing economy there are various emerging start-ups that are created only for profitable motive. Indian young adults needs to pursue sustainable start-ups that could consider both profitability and sustainability.

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Impact of Migrant and Refugee Entrepreneurship on the economic growth in India: A Conceptual Study

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Abstract

Migrant and refugee entrepreneurship has emerged as a vital pathway for socio-economic integration, livelihood generation, and empowerment of displaced populations. In India, both internal migrants and refugees engage in entrepreneurial activities across diverse sectors, contributing to local economies and cultural diversity. This conceptual paper examines the theoretical foundations, motivations, challenges, and socio-economic outcomes of migrant and refugee entrepreneurship. It synthesizes prior research, comparing perspectives on opportunity-driven versus necessity-driven entrepreneurship, institutional support, and socio-cultural embeddedness. The paper highlights policy implications and proposes a conceptual framework to understand entrepreneurship among displaced populations in India.

Keywords: Migrant Entrepreneurship, Refugee Entrepreneurship, India, MSMEs, Social Integration, Conceptual Framework

1. Introduction

Migration and forced displacement are central socio-economic phenomena affecting millions globally. India, with its large internal migrant population and hosting refugees from neighboring countries such as Myanmar, Afghanistan, and Sri Lanka, presents a unique environment to study entrepreneurship among displaced populations. Migrants, often moving voluntarily in search of better livelihoods, and refugees, displaced due to conflict or persecution, face distinct challenges in economic participation. Entrepreneurship offers a mechanism for self-reliance, economic mobility, and social integration. Migrants frequently establish small-scale enterprises in retail, services, and manufacturing, leveraging prior skills and community networks. Refugee entrepreneurs, while similarly motivated, often confront legal, financial, and cultural barriers that hinder business growth. Conceptually, understanding these entrepreneurial behaviors requires integrating human capital theory, mixed embeddedness frameworks, and push-pull factors.

This paper aims to develop a comprehensive conceptual understanding of migrant and refugee entrepreneurship in India by examining motivations, challenges, socio-economic impact, and policy support. It also synthesizes existing literature to identify gaps and guide future research directions.

2. Theoretical Foundations

2.1 Human Capital Theory

Human capital theory posits that knowledge, skills, and prior experience significantly influence entrepreneurial performance. Migrants with prior business experience, vocational skills, or higher education are more likely to successfully establish ventures. Refugees, particularly those with transferable skills, can leverage their expertise to adapt to host country markets.

2.2 Push–Pull Framework

Entrepreneurial activities among displaced populations can be explained through push and pull factors. Push factors, such as unemployment, wage gaps, and limited formal job opportunities, drive individuals towards entrepreneurship. Pull factors, such as desire for autonomy, recognition, and economic opportunities in niche markets, attract individuals to business creation.

2.3 Mixed Embeddedness Theory

Mixed embeddedness theory integrates individual capabilities, social networks, market structures, and institutional context. It emphasizes that entrepreneurial outcomes are shaped not only by personal skills but also by access to networks, market demand, and supportive legal and financial institutions. In India, the combination of informal markets, ethnic business networks, and policy regulations significantly affects migrant and refugee business success.

3. Review of Literature

3.1 Migrant Entrepreneurship

Research indicates that internal migrants in India engage extensively in micro-

enterprises to supplement income or overcome unemployment. Light and Gold (2000) highlight the role of ethnic networks in facilitating resource mobilization. Basu and Das (2020) note that prior skills and cultural capital enable migrants to exploit business opportunities efficiently. Comparatively, Desai (2019) emphasizes necessity-driven entrepreneurship as a predominant motivator for internal migrants in urban informal sectors.

3.2 Refugee Entrepreneurship

Refugee entrepreneurship differs from internal migrant entrepreneurship due to legal and institutional barriers. Momani (2020) highlights that refugees face challenges in formal registration, access to finance, and discrimination. Kumar (2021) emphasizes that institutional support from NGOs and community organizations is crucial for their business survival. UNHCR (2022) reports that refugee-led enterprises often cater to niche markets and leverage ethnic or cultural products.

4. Conceptual Framework

The conceptual model for understanding migrant and refugee entrepreneurship integrates:

- ❖ Human Capital – Skills, education, prior business experience.
- ❖ Social Networks – Family, ethnic groups, community support.
- ❖ Institutional Environment – Legal, financial, and policy support.
- ❖ Market Conditions – Urban demand, niche markets, competition.
- ❖ Entrepreneurial Activity → Socio-economic Outcomes
- ❖ Income generation
- ❖ Job creation
- ❖ Social integration
- ❖ Economic empowerment Barriers such as financial exclusion, legal insecurity, and discrimination mediate the relationship between resources and outcomes.

5. Research Gaps

- ❖ Limited India-specific conceptual research on refugee entrepreneurship.
- ❖ Insufficient comparative studies between migrant and refugee motivations.
- ❖ Lack of frameworks integrating cultural, institutional, and market factors in India.

- ❖ Limited insights into policy effectiveness for displaced populations.

Contribution of Migrant and Refugee Entrepreneurship in India

Migrant and refugee entrepreneurship in India plays a significant role in economic development, social integration, and cultural diversity. Both internal migrants and refugees contribute through the establishment of micro, small, and medium-sized enterprises (MSMEs), informal businesses, and ethnic enterprises. Their contributions can be broadly categorized as follows:

1. Economic Contributions

a) Job Creation

Migrant and refugee entrepreneurs create employment opportunities, not only for themselves but also for local residents. In urban centers like Delhi, Mumbai, and Bengaluru, migrant-owned micro-enterprises in retail, logistics, and services provide livelihoods for thousands of low-skilled workers.

Refugee entrepreneurs, though often small-scale, generate jobs through textile workshops, food businesses, and handicraft ventures.

b) Local Economic Development

Migrant and refugee businesses contribute to local supply chains and stimulate demand for goods and services. They bring new skills, trade practices, and innovative solutions to local markets, increasing competitiveness and market diversity. Example: Afghan and Myanmar refugees in Delhi and Tamil Nadu have established textile and handicraft businesses that serve niche markets and export products.

Contribution to MSME Sector

Migrants dominate India’s informal MSME sector, engaging in retail, small manufacturing, and service provision. Refugee entrepreneurs often establish micro-enterprises with minimal capital, contributing to urban economic vibrancy despite limited institutional support.

2. Social Contributions

a) Social Integration

Entrepreneurship enables migrants and refugees to interact with local communities, fostering social cohesion and cultural exchange. By participating in local markets, they establish networks that facilitate integration into the host society.

b) Empowerment of Displaced Populations

Running a business allows migrants and refugees to achieve financial independence, self-confidence, and resilience. Refugee women, in particular, often engage in home-based enterprises, enhancing both family income and women’s empowerment.

c) Preservation of Cultural Identity

Many refugees leverage cultural and ethnic products (e.g., traditional crafts, cuisine, clothing), which both preserve heritage and attract market demand. This cultural entrepreneurship enriches India’s socio-cultural fabric and promotes diversity in goods and services.

3. Contribution to Innovation and Entrepreneurship Culture

Migrants bring new skills, technologies, and business models from their regions of origin, stimulating innovation. Refugee enterprises often identify niche markets or unmet needs, contributing to creative problem-solving and entrepreneurial diversity. These entrepreneurs introduce flexible, adaptive business strategies that are resilient in volatile urban markets.

Policy and Community Development Contributions

Migrant and refugee entrepreneurship supports poverty alleviation by providing alternative livelihood options. Their businesses complement government development schemes (e.g., MSME initiatives, skill development programs). Refugee enterprises, often supported by NGOs, help communities by creating localized economic ecosystems.

4. Challenges Limiting Contribution

- ❖ Limited access to formal finance and banking services.
- ❖ Legal and documentation barriers for refugees.
- ❖ Language, cultural, and market knowledge gaps.
- ❖ Discrimination and social exclusion in certain areas.

5. Policy Implications

- ❖ Simplify business registration and documentation for refugees.
- ❖ Enhance access to microfinance and collateral-free loans.
- ❖ Develop entrepreneurship training and mentorship programs targeting displaced populations.
- ❖ Strengthen integration into local markets through awareness campaigns and networking opportunities.
- ❖ Encourage collaboration between government, NGOs, and community organizations.

6. Conclusion

Migrant and refugee entrepreneurship contributes significantly to India’s socio-economic development. While migrants utilize prior skills and networks to exploit opportunities, refugees face greater necessity-driven pressures and institutional challenges. A conceptual understanding integrating human capital, social networks, institutional support, and market conditions provides a holistic perspective for policy and research. Supporting entrepreneurship among displaced populations promotes economic resilience, social integration, and inclusive growth in India.

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THE IMPACT OF WORK-LIFE BALANCE ON EMPLOYER BRANDING THROUGH EMPLOYEE ENGAGEMENT AMONG HEALTHCARE PROFESSIONALS

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ABSTRACT

Healthcare Professionals have demanding jobs, high workloads, emotional tension, and irregular work schedules which makes them at risk of not having a good work-life balance. Employee Engagement is important in a work environment because it can help create an employer brand for an organization. This study aims to determine how a Healthcare Professional's Work-Life Balance influences an Employer Brand by assessing whether or not Employee Engagement can mediate this relationship. Descriptive research design was used and primary data was collected from 263 healthcare employees using a structured questionnaire that measured variables identified by valid measurement scales. The data was then analyzed through Excel and PLS-SEM using SmartPLS version 4 and therefore the data met all criteria for reliability and validity via Cronbach's Alpha, CR, AVE and Discriminant Validity Tests. The results of this research indicate that Work-Life Balance has a positive and significant effect on Employee Engagement and Employer Branding, with Employee Engagement acting partially as a mediator between Work-Life Balance and Employer Branding. This research also demonstrates the importance of employee-centric practices associated with the healthcare sector in creating stronger employer brands.

Keywords: *Work-Life Balance, Employee Engagement, Employer Branding, Healthcare Professionals, PLS-SEM.*

1. INTRODUCTION

The healthcare sector stands out as a complex and labour-intensive service industry owing to the importance that public health plays for society; therefore, employees in this sector have an impact on the well-being of society. The advancement of technology, increased patient expectations, regulatory demands, and increased

competition continue to add to the pressure on organisations to deliver quality services and operate efficiently. Healthcare professionals, such as doctors, nurses, technicians, administration staff, and supporting staff, are the backbone of the healthcare delivery system; without trained, competent professionals, the quality of service delivered will be poor and have negative implications for patient outcomes and organisational effectiveness. Healthcare professionals typically experience long working hours, a variety of rotating and night shifts, emotional fatigue due to the intense workload, and many other factors that make it difficult to balance work and home life. An imbalance in work/home life creates stress and burnout; this decreases satisfaction with one's job and reduces employee engagement. In the context of the healthcare industry, the term employee engagement has become increasingly recognised as an organisational asset, as employees who have high levels of engagement show high energy, commitment, and engagement in their work. In addition, how employees' experience interacting with an employer has a significant impact on how an employer develops their organisational brand, which impacts the ability to attract and retain talented, unique employees. However, very little empirical research has been conducted within the context of the Indian healthcare system that examines the inter-relationship between work/home life balance, employee engagement and employer brand development.

2. REVIEW OF LITERATURE

Berthon et al. (2005), The study show that work-life balance is a significant dimension of employer attractiveness. Employers that offer supportive work-life balance practices are viewed more positively by current and potential employees, which in turn will enhance their employer branding.

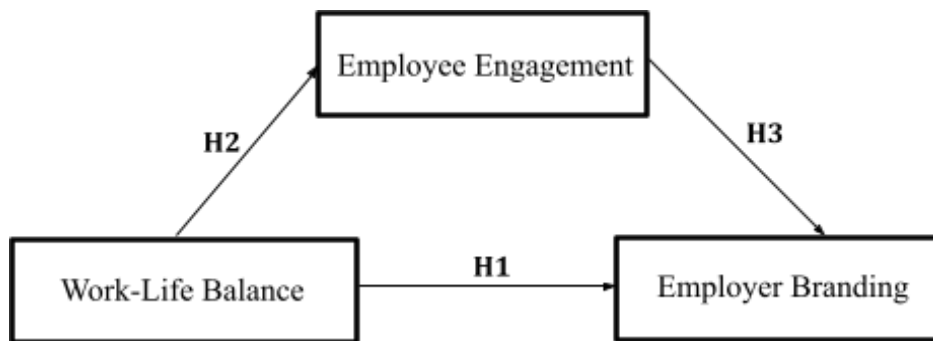
Sivertzen et al. (2013), aimed to investigate how employer branding efforts affect organizations' attractiveness to job seekers. The data collected in this study indicates that organizations' ability to promote their work-life balance initiatives, as well as their ability to communicate those initiatives effectively, has a positive impact on the employer brand's perception of the organization and enhances its image and credibility.

Kalliath and Brough (2008), conducted research to determine whether there is a relationship between work-life balance and employee engagement. Their results indicate that employees who are able to achieve greater levels of work-life balance will experience lower levels of stress and role conflict, both of which are significant predictors of employee engagement.

Brough et al. (2014), conducted a longitudinal study to determine the effects of work-life balance over time. Their study's results provide evidence that improvements in work-life balance are positively associated with individuals' level of vigor and dedication, two components of employee engagement.

Backhaus and Tikoo (2004), The authors of this conceptual paper developed a theoretical framework connecting employer branding with employee engagement. The authors argued that engaged employees are viewed as embodying the values of the organization and therefore strengthen the organizational employer brand identity.

3. CONCEPTUAL FRAMEWORK



H1: Work-Life Balance has a positive impact on Employer Branding.

H2: Work-Life Balance has a positive impact on Employee Engagement.

H3: Employee Engagement has a positive impact on Employer Branding.

4. RESEARCH METHODOLOGY

A descriptive research design was adopted to investigate the connections between work-life balance, employee engagement, and employer branding. To collect data, through snowball sampling technique, response was collected from 263 healthcare professionals. This approach allowed to include a broad spectrum of job categories. Established and validated measurement scales were used to assess Work-Life Balance (Hayman, 2005), Employee Engagement (Schaufeli & Bakker, 2006), and Employer Branding (Tanwar & Prasad, 2016).

5. DATA ANALYSIS AND INTERPRETATION

The study was conducted by analyzing data using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS version 4, which allowed assessment of both the measurement model and the structural model simultaneously thus enabling predictive analysis and mediation analysis.

5.1 MEASUREMENT MODEL ASSESSMENT

Table 5.1.1 Reliability and Convergent Validity

Constructs	Cronbach's alpha	CR	Average variance extracted (AVE)
Employer Branding	0.945	0.956	0.784
Employee Engagement	0.967	0.972	0.794
Work-Life Balance	0.954	0.961	0.732

Table 5.1.2 Discriminant Validity

HTMT - Matrix			
Constructs	Employer Branding	Employee Engagement	Work-Life Balance
Employer Branding			
Employee Engagement	0.840		
Work-Life Balance	0.835	0.849	
Fornell-Larcker criterion			
Constructs	Employer Branding	Employee Engagement	Work-Life Balance
Employer Branding	0.886		
Employee Engagement	0.806	0.891	
Work-Life Balance	0.795	0.770	0.856

The measurement model demonstrated a high degree of reliability and validity. The measurement model's internal consistency was confirmed through the use of

Cronbach's alpha and composite reliability, both of which exceeded the minimum recommended level. The average variance extracted (AVE) was utilised to demonstrate convergent validity of the constructs within the measurement model. Construct discriminant validity was confirmed through the application of both the Fornell–Larcker criterion and the Heterotrait–Monotrait ratio (HTMT), providing empirical evidence that all constructs are independent from one another.

5.2 SURVEY RESPONDENTS PROFILE

Table 5.2.1 Age of the respondents

Age Group	Frequency	Percentage
Below 25 Yrs	63	24.00
25 – 34 Yrs	109	41.40
35 – 44 Yrs	51	19.40
45 – 54 Yrs	30	11.40
Above 55 Yrs	10	3.80
Total	263	100

Table 5.2.2 Gender of the respondents

Gender	Frequency	Percentage
Female	127	48.30
Male	136	51.70
Total	263	100

Table 5.2.3 Marital Status of the respondents

Marital Status	Frequency	Percentage
Married	151	57.40
Single	102	38.80
Divorced/Widowed	10	3.80
Total	263	100

Table 5.2.4 Educational Qualification of the respondents

Educational Qualification	Frequency	Percentage
Doctorate	9	3.40
Post Graduate	89	33.80
Graduate	98	37.30

Diploma	27	10.30
HSC	30	11.40
Total	263	100

Table 5.2.5 Job Category of the respondents

Job Category	Frequency	Percentage
Doctor	40	15.20
Nurse	81	30.80
Admin	40	15.20
Support	40	15.20
Technician	62	23.60
Total	263	100%

Table 5.2.6 Work Experience of the respondents

Work Experience	Frequency	Percentage
Below 2 yrs	49	18.60
2 – 4 yrs	104	39.50
4 – 6 yrs	66	25.10
Above 6 yrs	44	16.70
Total	263	100

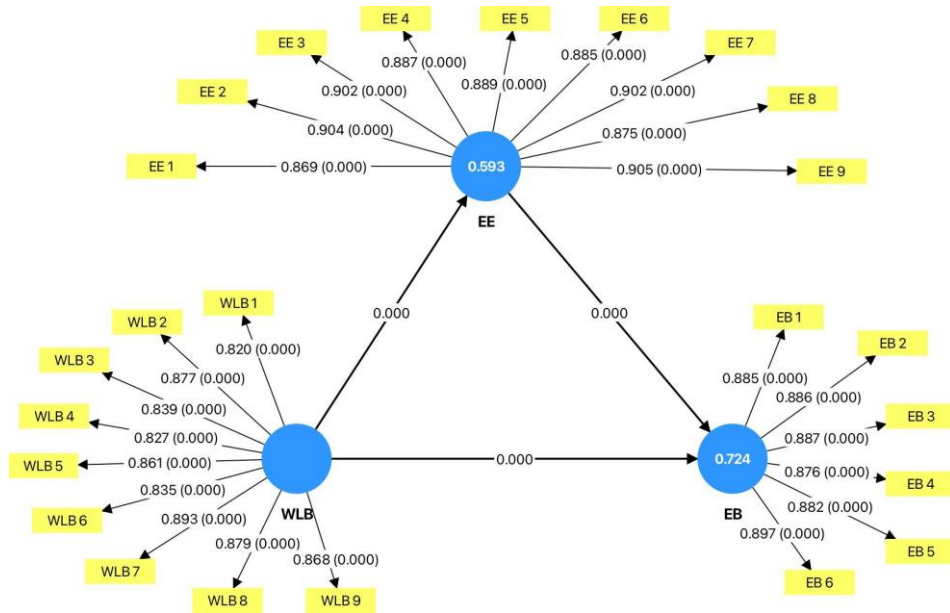
Table 5.2.7 Work Schedule of the respondents

Work Schedule	Frequency	Percentage
Rotational Shift	111	42.20
General Shift	109	41.40
Night Shift	43	16.40
Total	263	100

A significant proportion of the survey sample consists of young and mid-career healthcare professionals with equal numbers of female and male respondents and participants have differing job responsibilities. The majority of survey respondents had 2–4 years of work experience and most worked under either rotational or general shift arrangements, indicating that these professionals are engaged in demanding schedules impacting their ability to successfully balance career and personal commitments.

5.3 STRUCTURAL MODEL AND HYPOTHESIS TESTING

5.3.1 ASSESSMENT OF A STRUCTURAL MODEL



5.3.2 HYPOTHESIS TESTING

Table 5.3.2.1 Hypothesis Testing

Path	B	β	SD	T statistics	P values	Result
WLB → EB	0.428	0.422	0.078	5.474	<0.001**	H1 Significant
WLB → EE	0.770	0.765	0.054	4.150	<0.001**	H2 Significant
EE → EB	0.477	0.478	0.086	5.531	<0.001**	H3 Significant

Table 5.3.2.2 Analysis of Specific Indirect Effect

Path	B	β	SD	T statistics	P values	Result
WLB → EE → EB	0.367	0.368	0.081	4.545	<0.001* *	Partial Mediation

The results of the structural model analysis suggest a strong positive correlation between work-life balance and employee engagement. Specifically, balancing work and personal life leads employees to be more committed and engaged to their job. In

turn, engagement strongly affects how employees perceive their company's brand. Additionally, work-life balance directly influences employer branding in addition to the employee engagement. Results from the mediation analysis also showed that employee engagement partially mediates the relationship between work-life balance and employer branding.

6. DISCUSSION

The research shows that Work-Life Balance is an important factor for Employee Engagement among healthcare professionals. The higher the perception of organisational support in managing work/life responsibilities by employees, the more involved they will be, thus enhancing Employer Branding. Additionally, while work/life balance is important for direct contributions to Employer Branding, the increased level of Employee Engagement will enhance the direct effect of work/life balance on Employer Branding. Therefore, we can say that Employee Engagement is a primary method of connecting HR practices like Work-Life Balance to Employer Branding Outcomes.

7. THEORETICAL AND MANAGERIAL IMPLICATIONS

Research conducted will expand Social Exchange Theory and Resource-Based View by conducting an empirical study of the Inter Integrated Work Life Balance, and Employee Engagement, as well as examining their relationship to employer brand in healthcare Management. Employee engagement mediates the relationship between Employee Centricity/Business Practices and Employer Brand Equity. HealthCare Manager's main focus should be on Work and Life Balance Policies such as Flexible Schedule, Wellness Programs, and Supportive Leadership. Fostering Employee Engagement, through Recognition and Career Development, promotes a strong Employer Brand, leading to Attraction and Retention of Employees..

8. CONCLUSION

The findings of this research indicate that in order for a healthcare organization to develop an effective employer branding strategy, it must consider the way that employees experience their jobs through their own views and perspectives (as opposed to how they perceive other people's experiences). In addition, healthcare

organisations can implement three strategies to build a brand as an employer through their promotion of a healthy work-life balance for all employees; production and promotion of an engaged workforce; and leveraging the engagement of their workforce to create a strong employer brand.

9. LIMITATIONS AND FUTURE RESEARCH

Because of its reliance on participant self-reporting, the study is limited in that it can only provide correlational analyses and there are no causal interpretations that can be made. Longitudinal studies should be employed for future research, along with other mediators and moderators, and applying this model to other industries and cultural contexts will increase the effectiveness of this model.

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Role of Organisational Culture in Fostering Innovation, Employee Well-being, and Sustainable Organisational Success

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Abstract

In the contemporary organisational environment, organisational culture has emerged as a critical determinant of innovation, employee satisfaction, and long-term sustainability. A strong organisational culture encourages idea sharing, teamwork, and creativity, which are essential for organisational growth. At the same time, employee well-being and employability growth are equally important for achieving sustainable success. This paper examines the role of organisational culture in promoting innovation, reducing workplace conflicts, improving employee health and well-being, and ensuring sustainable organisational development. The study highlights that organisations focusing not only on performance outcomes but also on employee growth and welfare are more likely to become successful and resilient in the long run.

Keywords:

Organisational Culture, Innovation, Employee Well-being, Employability Growth, Organisational Sustainability, Conflict Management

1. Introduction

In the present organisational scenario, rapid changes in technology, workforce diversity, and global competition have significantly transformed the way organisations function. Traditional management approaches that focused only on productivity and profit are no longer sufficient to ensure long-term success. Today, organisations are expected to be innovative, employee-centric, ethically responsible, and sustainable. In this context, organisational culture has emerged as a critical factor influencing organisational effectiveness and growth.

Organisational culture represents the shared values, beliefs, attitudes, and behavioural patterns that shape how employees think, interact, and perform their work. It influences decision-making processes, communication styles, leadership behaviour, and employee relationships. A strong and positive organisational culture creates an environment that

encourages creativity, idea sharing, collaboration, and mutual respect among employees. Such a culture not only enhances organisational performance but also strengthens employee commitment and engagement.

In modern organisations, employee well-being and employability growth have gained increasing importance. Employees are no longer viewed merely as resources but as key stakeholders who contribute to innovation and sustainability. Physical health, mental well-being, job satisfaction, and continuous skill development play a vital role in improving employee productivity and organisational stability. Organisations that ignore employee well-being may face issues such as high stress levels, absenteeism, conflict, and employee turnover. Furthermore, organisational culture plays a crucial role in managing workplace conflicts and promoting harmony. A healthy culture encourages open communication, trust, and ethical behaviour, enabling employees to resolve conflicts constructively. This leads to improved teamwork and a positive work environment.

Therefore, a truly successful organisation is one that balances organisational growth with employee development and well-being. This paper attempts to analyse the role of organisational culture in fostering innovation, reducing conflicts, supporting employee well-being, and achieving sustainable organisational success. By understanding the strategic importance of organisational culture, organisations can create a strong foundation for long-term growth and sustainability.

II. Objective

1. To examine the role of organisational culture in promoting innovation and idea sharing among employees.
2. To analyse the impact of organisational culture on employee well-being, employability growth, and conflict management.
3. To understand how a strong organisational culture contributes to sustainable organisational success.

III. Concept and Components of Organisational Culture

Organisational culture represents the invisible framework that guides employee behaviour within an organisation. It reflects “how things are done” in the workplace. Culture develops

over time through leadership behaviour, organisational history, policies, and shared experiences of employees.

IV. Components of Organisational Culture

The major components of organisational culture include:

4.1 Values

Values represent the core principles that guide organisational behaviour and decision-making. Values such as integrity, honesty, teamwork, respect, and accountability define what the organisation considers important. They influence how employees interact with one another, handle responsibilities, and respond to challenges. Strong organisational values promote ethical behaviour, trust, and a sense of responsibility, which contribute to a positive work environment and long-term organisational success.

4.2 Beliefs

Beliefs refer to shared assumptions and perceptions held by employees regarding work, people, and performance. These beliefs shape attitudes towards leadership, teamwork, innovation, and change. For example, an organisation that believes employees are capable and trustworthy encourages empowerment and participation. Positive beliefs foster confidence, motivation, and commitment, while negative beliefs may limit creativity and employee engagement.

4.3 Norms

Norms are the accepted standards of behaviour that guide how employees act within the organisation. They determine appropriate conduct related to communication, punctuality, teamwork, and conflict resolution. Norms develop over time through shared experiences and leadership influence. When norms support cooperation, respect, and professionalism, they create a harmonious work environment and improve organisational efficiency.

4.4 Symbols and Rituals

Symbols and rituals represent the visible expressions of organisational culture. Symbols include logos, dress codes, office layout, and slogans that reflect organisational identity. Rituals such as annual meetings, award ceremonies, celebrations, and team-building activities reinforce shared values and strengthen employee belongingness. These practices motivate

employees and enhance organisational unity.

4.5 Leadership Style

Leadership style plays a crucial role in shaping and sustaining organisational culture. The way leaders communicate, motivate, and guide employees influences workplace behaviour and attitudes. Supportive and participative leadership encourages trust, innovation, and collaboration. Leaders who act as role models for ethical conduct and respect help embed positive cultural values, thereby enhancing employee morale and organisational performance. A strong organisational culture provides clarity and direction to employees, while a weak culture may lead to confusion, dissatisfaction, and conflict.

V. Organisational Culture and Innovation

Innovation is essential for organisational survival and competitiveness. Organisational culture plays a crucial role in fostering innovative behaviour among employees. A culture that encourages idea sharing, openness, and experimentation enables employees to think creatively and contribute new ideas. When employees feel psychologically safe, they are more willing to express their opinions and suggest improvements without fear of criticism. Teamwork and collaboration further enhance innovation by combining diverse perspectives and knowledge. Supportive leadership, continuous learning, and recognition of innovative efforts strengthen the innovation culture. Thus, organisational culture acts as a foundation for continuous improvement and organisational growth.

VI. Organisational Culture and Conflict Management

Conflict is unavoidable in any organisation due to differences in attitudes, values, and working styles. However, the way conflicts are managed depends largely on organisational culture. A positive culture encourages open communication, mutual respect, and cooperation among employees. Organisations with strong ethical values and transparent communication systems can address conflicts constructively. Instead of escalating disagreements, employees are encouraged to resolve issues through dialogue and understanding. This reduces workplace stress and enhances teamwork. Effective conflict management through a healthy organisational culture improves employee relationships, job satisfaction, and organisational performance.

VII. Employee Well-being and Employability Growth

Employee well-being has gained significant attention in modern organisations. Physical health, mental health, emotional stability, and work-life balance directly affect employee productivity and engagement. Organisations that neglect employee well-being may experience high absenteeism, stress, and turnover. A positive organisational culture promotes employee well-being by providing a supportive work environment, fair treatment, and recognition. Wellness programmes, flexible work arrangements, and employee assistance initiatives contribute to healthier workplaces.

In addition to well-being, employability growth is essential for both employees and organisations. Training, skill development, and career advancement opportunities enhance employee competence and confidence. Organisations that invest in employee development benefit from improved performance, loyalty, and adaptability.

VIII. Organisational Culture and Sustainability

Sustainability refers to the ability of organisations to achieve long-term success without compromising social, economic, and environmental responsibilities. Organisational culture plays a key role in embedding sustainability into everyday practices. A culture that values ethical behaviour, social responsibility, and environmental awareness encourages employees to act responsibly. Sustainable practices such as resource conservation, ethical decision-making, and employee welfare become part of organisational values. By aligning organisational goals with employee development and social responsibility, organisations can achieve sustainable growth and resilience in the long run.

IX. Role of Leadership in Shaping Organisational Culture

Leadership is a critical factor in developing and sustaining organisational culture. Leaders influence employee attitudes through their behaviour, communication, and decision-making. When leaders demonstrate commitment to innovation, employee well-being, and ethical practices, employees are more likely to adopt these values.

Transformational leaders inspire employees by providing a clear vision and encouraging participation. Leadership support is essential for cultural change and sustainability initiatives. Therefore, leadership and organisational culture are closely interconnected.

9. 1 Discussion

The analysis reveals that organisational culture is not merely a background factor but a strategic asset. A strong culture promotes innovation, reduces conflicts, enhances employee well-being, and supports sustainable organisational success. Organisations that focus only on organisational growth while ignoring employee development may achieve short-term success but fail in the long run. Balancing organisational objectives with employee employability and health creates a win-win situation. Employees become more engaged and productive, while organisations gain stability and competitiveness.

X. Conclusion

Organisational culture plays a pivotal role in shaping innovation, employee well-being, conflict management, and sustainability. A truly successful organisation is one that focuses not only on organisational growth but also on employee employability, health, and development. By fostering a positive organisational culture, organisations can create a supportive, innovative, and sustainable work environment. Hence, organisational culture should be treated as a core strategic element for achieving long-term organisational success.

WORK LIFE BALANCE CHALLENGES AND STRATEGIES

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Abstract

Work-life Balance is an issue of prime importance in today’s working scenario for professionals who struggle to prioritize their personal and professional lives. This change in the overall work environment has impacted organizations in turn and how they manage their daily operations. Employee’s expectations and behaviour towards work and home responsibilities have also changed. These changes have forced the organizations to launching of better working conditions and other benefits and policies for employees to manage a healthy work-life balance. The achievement of healthy work-life balance is not a one-day activity; instead, it is an on-going process which can be achieved by mutual efforts of both organization and employees. This study emphasizes that supporting work-life balance is not just an employee welfare issue but a critical factor for organizational success. By strengthening policy execution, promoting cultural acceptance of flexibility, and investing in wellness and mentoring initiatives.

Keywords: Work life balance, Employee welfare, Work environment.

Introduction

Work-life balance refers to the equilibrium between professional responsibilities and personal life, essential for overall well-being and productivity. Work-life balance is typically defined as the amount of time spent on work versus personal activities, ensuring that neither dominates the other. It is crucial for maintaining mental, emotional, and physical health. A

healthy work-life balance allows individuals to engage in fulfilling personal activities, such as spending time with family, pursuing hobbies, and taking care of their health, which in turn enhances productivity and job satisfaction.

Work Life Balance

Work-life balance is the equilibrium or harmony that an individual strives for between their work-related responsibilities and their personal life, which includes family, leisure, health, and other non-work components. It is the ability to manage and integrate the responsibilities and commitments of both professional and personal life domains while retaining a sense of well-being and contentment.

Evolving Concept

The concept of work-life balance has evolved significantly, especially with the rise of remote work and technology that blurs the lines between work and personal life. Originally, it implied a clear separation between work hours and personal time. However, today, it often involves integrating both aspects harmoniously, allowing for flexibility and adaptability in managing responsibilities.

Job Performance

Employee performance is crucial in a business since it plays a vital role in achieving corporate goals and objectives. As a result, corporations conduct various investigations means of motivating their personnel. Every corporate policy should try to improve employee performance. The quality and quantity of work accomplished as part of an employee's given tasks determines performance. Employee performance has a direct impact on both financial and non-financial outcomes in a firm. Thus, high-performing people are required for firms to achieve their corporate goals, vision, and mission and acquire a competitive edge. While job stress has been demonstrated to have a major detrimental influence on employee performance, some of the variables that contribute to higher job stress include work overload, a lack of work-life balance, management style, and job insecurity.

Job satisfaction

The level of contentment with one's job is characterized as job satisfaction.,” defined

it as an employee's pleasant or positive emotional feeling. adopting HR policies such as family-friendly rules improve work-life balance and reduces interference between work and life. whereas work-life balance has been shown to increase employee satisfaction and job performance in a variety of industries and the term "job satisfaction" is used differently by different studies.

Job Commitment

Job commitment is a person's sense of responsibility for an organization's mission and aims. According to a study, a helpful work life balance raises employee commitment and job satisfaction. Work life balance strategies, such as flexible working hours, have a close association with job satisfaction and organizational commitment for women and all individuals with family responsibilities.

Work Stress

The detrimental physical and emotional responses that occur are referred to as occupational stress. When the employment criteria do not meet the worker's abilities, resources, or needs. Job stress has an effect on both our health and our performance at work. Stress at work can cause illness and even severe harm.

Strategies for Achieving Work-Life Balance

Set Boundaries

Establish clear boundaries between work and personal time. Avoid checking work emails or notifications after hours to maintain a separation.

Time Management

Organize tasks efficiently to balance work responsibilities with personal pursuits. Prioritize tasks and set realistic deadlines to avoid over commitment.

Flexibility

Embrace flexible work arrangements that allow you to adjust your schedule for

personal needs while still meeting professional commitments.

Self-Care

Prioritize self-care activities, such as exercise, relaxation, and hobbies, to recharge and maintain mental health.

Communicate

Discuss work-life balance needs with your employer. Many organizations are increasingly supportive of flexible work options that promote employee well-being.

Review Of Literature

Senthil Kumar (2012), conducted a study for work-life balance in teaching profession to identify the relationship between demographic variables and stress level in balancing teaching profession in terms of work and personal life. It was found that the feminine have underwent maximum level of stress in order to manage and balance their personal as well as work-life. It was also suggested that the institutions should adopt flexible policies by providing leave benefits, family support and conduct health care programs at regular intervals.

Deery and Jago (2015), found that work life balance is one of the important variables within organization to manage and retain their employees. Few other variables are attitude of employees in terms of commitment towards organization and job satisfaction. Thus, in order to retain their expertise within organization, it is important to provide them work-life balance which benefits both employee and employer.

Pasamar (2018), gave a new approach and benefits of work-life balance which focuses on innovative, the use of technology in performing task both on work and personal life.

Many organizations have policies such as flexible hours and remote work, but enforcement and cultural acceptance remain weak (Logeswari, 2021). Employee Productivity.

Globally, some companies and countries have started experimenting with the “right to disconnect,” which prevents employees from being contacted after office hours. Research shows that this policy improves balance when combined with supportive leadership and clear workload expectations (Euro found, 2023). In India, similar practices—such as setting team norms about working hours—also help employees protect personal time.

Stress and Burnout: Long working hours and heavy workloads contribute to health

problems and strained relationships (Iniya, 2023)

Gender continues to be a key factor in WLB outcomes. Studies in Indian IT organizations show that women often experience more pressure due to care giving responsibilities, which increases stress and sometimes leads to career breaks. Supportive leadership, flexible schedules, and realistic workload planning can reduce this gap and improve retention (Systematic Review, 2024).

Objectives of the work-life balance

- To study employee well-being, enhancing productivity, and fostering organizational success.
- To study the Work-Family Balance Programme in India.
- To study the Strategic HR Initiatives for Achieving Work-Life Balance in India.
- To study the Future of Work-Life Balance.

The Origins of Work-Life Balance

The term "work-life balance" is believed to have first emerged in the 1970s, and it gained widespread popularity in the 1980s. It was associated with working mothers striving to balance career demands with family responsibilities. However, the foundation for this concept was laid much earlier through labour rights movements advocating for fair work hours and better conditions. The establishment of the 40-hour workweek and policies such as paid leave were early milestones in addressing work-related stress and burnout.

Throughout the mid-to-late 20th century, the notion of work-life balance remained primarily focused on reducing excessive workloads and preventing work from overwhelming personal lives. As corporate cultures evolved, companies started recognizing the benefits of ensuring employees had time for rest and family, leading to early workplace wellness initiatives.

Work-Family Balance Programme in India

The Indian government has implemented several policies and programs aimed at enhancing work-life balance for employees. These include maternity benefits, flexible work arrangements, and gender equality legislation. The government also provides maternity benefits, flexible work schedules, and gender equality legislation to promote work-life balance. These initiatives are designed to help workers strike a good balance between their personal and

professional lives.

The Psychological Perspective

From a psychological standpoint, work-life balance is crucial for mental well-being, productivity and overall life satisfaction. Research has consistently shown that chronic work-related stress can lead to burnout, reduced motivation and even physical health issues. Psychological theories help explain why balance is essential:

- **Self-determination theory:** This theory suggests that autonomy, competence and relatedness are fundamental human needs. When work encroaches on personal time, it can diminish autonomy and disrupt relationships, leading to dissatisfaction.
- **Maslow’s hierarchy of needs:** Maslow's model highlights the importance of psychological and self-fulfilment needs. If work dominates life, individuals may struggle to meet their emotional and personal growth needs.
- **Boundary theory:** Maintaining clear physical and psychological boundaries between work and personal life can help to reduce conflict and stress.

A balanced approach to work and personal life can enhance motivation, creativity and resilience, ultimately leading to greater professional success and personal fulfilment.

Strategic HR Initiatives for Achieving Work-Life Balance in India

Strategic HR initiatives for achieving work-life balance in India focus on creating supportive, inclusive work environments that recognize the importance of personal life alongside professional commitments. Here are some key initiatives:

Celebrating Milestones and Foster a Positive Culture: Initiatives like game rooms and pet-friendly workspaces can make the workplace more enjoyable and help ease stress.

Flexible Work Arrangements: Implementing flexible schedules or hybrid work options can reduce employee stress and improve productivity and satisfaction.

Prioritizing Physical & Mental Wellness: Wellness programs such as "Fit for Life" for physical health and "Maitree" for mental wellbeing can help employees manage stress effectively.

Encouraging Boundary-Setting: Formal policies that limit after-hours communication can show organizations value work-life balance.

These initiatives are designed to create a work environment where employees can effectively manage their professional and personal responsibilities, leading to improved individual and organizational performance.

The Future of Work-Life Balance

As the workforce continues to evolve, I've noticed several trends are shaping the future of work-life balance:

- **AI and automation:** With advancements in AI, many mundane tasks can be automated, potentially reducing workloads and allowing employees more time for meaningful work.
- **Four-day workweek:** Many companies are experimenting with a reduced workweek, reporting higher productivity and job satisfaction among employees.
- **Shifting employer expectations:** Organizations are increasingly prioritizing employee well-being, offering flexible schedules, mental health support and remote work options as standard benefits.
- **Individualized work arrangements:** The future may see employees negotiating personalized work structures that align with their lifestyles and productivity peaks.

The concept of work-life balance has undergone significant transformations, from early labour rights movements to the modern-day emphasis on flexibility and mental well-being.

Conclusion

Recognizing that work and home life are not separate realms, and that the discussion on work-life integration encompasses employers and working families, and recognizing the work-life alternatives accessible to them. Creating a company culture that encourages work life balance by normalizing the use of flexible work schedules and other work-life initiatives among all employees, regardless of gender, rank, or personal obligations. Policies that promote a healthy work-life balance are examples of progressive employers' efforts to attract and retain talented people while also satisfying societal norms of fairness and compassion. As a result, in the future, such methods of operation should be given the same weight as other strategic HR initiatives. However, additional empirical study is needed to develop and execute efficient human resource methods that would help Indian professionals adjust to their workplaces and maintain a healthy work-life balance. Let us hope that the contents of this paper help the policy planners to work towards holistic development and enhance the proficiency required in the field.

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A PEOPLE-CENTERED APPROACH: OPTIMIZING TALENT MANAGEMENT TO TRANSFORM THE EMPLOYEE EXPERIENCE

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ABSTRACT

Talent management and employee experience are now the core focuses of organizations operating in an increasingly competitive and dynamic business environment. While organizations work to attract, develop, and retain the best, how employees perceive and interact with the workplace takes on equal importance. Talent management makes a strategic foundation through which organizations structure development pathways, define growth opportunities, and align individual capabilities with long-term goals. At the same time, employee experience takes into account the everyday realities an employee will face: from organizational culture and leadership practices to workplace relationships, technological systems, and the well-being support provided. An integrated understanding of these two concepts reveals that effective talent management directly shapes the quality of employee experience. Where organizations invest in clear transparency systems, meaningful job design, a supportive culture, and continuous development, the workplace becomes resilient and able to navigate change more effectively. Integrating talent management with employee experience can only lead to stronger retention, improved performance, and long-term stability of the organization. The conceptual paper is trying to focus on the role of talent management practices in shaping employee experience and how talent management can be integrate with employee experience.

KEYWORDS: Talent management, Employee experience, Career development, Organizational performance and Knowledge sharing.

1. INTRODUCTION

The management of talented employees has emerged as one of the most crucial strategic priorities for organizations competing in today's global marketplace, as organizations increasingly operate in complex, dynamic, and knowledge-driven environments (Collings & Mellahi, 2009; Cappelli, 2008; Vaiman et al., 2015). Since McKinsey coined the term "War for Talent" in 1998, the management of the talented systematically has been widely regarded as a kind of panacea for addressing the human resource-related problems of organizations in the contemporary labor market (Chambers et al., 1998; Michaels, Handfield-Jones & Axelrod, 2001; Scullion, Collings & Caligiuri, 2010). Organizations worldwide acknowledge that their future competitive advantage will increasingly depend on their ability to attract, develop, and retain talented workers who drive innovation and organizational success (Bethke-Langenegger et al., 2011). Meanwhile, the employee experience entered the spotlight of public attention because organizations are increasingly aware of the fact that how employees think about and interact with the workplace significantly influences their performance, commitment, and intention to remain with the organization (Morgan, 2017; Saks & Gruman, 2014; Kaye & Jordan-Evans, 2005).

It includes everything that is happening to an employee, including what they witness, learn, know, feel, and perceive throughout tenure: job roles, relationships with supervisors and colleagues, how decisions are made, how communication goes on, technological tools, organizational culture, and methodologies of work (Mohanraj et al., 2024). Despite these two rising interests in both talent management and employee experience in academia, a big lacuna in understanding how these two concepts interact and how organizations can optimize their talent management practices to improve the employee experience remains. The theoretical foundation for talent management is unstable; the field has been explored in numerous directions with broad academic traditions which lack the integration of theoretical approaches (Thunnissen, 2016). In the same way, the concept of employee experience remains highly fragmented across disciplines. The conceptual paper try to do a detail review on talent management ,its benefits and challenges ,the link between talent management with employee experience.

2. LITERATURE REVIEW

2.1 TALENT MANAGEMENT

Over the last two decades, talent management has gained the attention of academicians and practitioners alike; however, the construct suffers yet from theoretical rigor and lacks a standard definition (Ansar & Baloch, 2018). The term "talent" itself evolved from the biblical times as referring to a big sum of money up to the present meaning, believed to be a cognitive ability or exceptional ability (Walberg, 1988). Talent management is perceived as a distinctive process that explicitly focuses on those persons who have the potential to provide competitive advantage for a company by managing those people in an effective and efficient way, hence assuring long-term competitiveness of an organization (Bethke-Langenegger et al., 2011). It covers the activities which are necessary in order to attract, select, develop, and retain the best employees in key strategic roles, necessary to achieve organizational strategic priorities on a global basis (Vaiman et al., 2012). From within the literature, there emerged three distinct perspectives on talent management: the first one focuses on human capital and the definition of talent per se, the second conceives talent management as a process by which employers anticipate and meet their needs for human capital, and a third perspective takes into account that talent management is an instrument to reach economic outcomes (Bethke-Langenegger et al., 2011). Nowadays, in the highly competitive business world, talent management is an imperative rather than an optional practice. More and more, organizations realize that human resources, rather than just being operational assets, are the major driver for innovation and the core source of long-lasting success. Changing workforce expectations require organizations to continually reinvent their talent strategies to remain relevant and resilient in increasingly changing markets.

2.2 EMPLOYEE EXPERIENCE

The employee experience encompasses all the various things such as interactions, observations, and daily learning that take place when a worker is with a company. It includes everything the employee encounters, observes, understands, feels, and perceives during his or her stay. Companies concerned about and setting their employee experience apart get an edge over competitors because they realize the good positive side that is brought up when workers develop emotional ties and have a good feeling about their workplace. Employee experience can be examined through numerous aspects such as physical environment, cultural environment, emotional wellness, and technology.

A great employee experience means creating places that are both comfortable and productive, taking care of the balance between work and personal life, and introducing

effective and easy-to-use technology. Level of employee experience is taken as one indicator of financial results for organizations. The organizations that are really into having nice employee experiences are very much likely to have profits that are way above the average level of their market. Research has dug out three pivotal factors that affect employee experience, namely org culture, tech changes, and the office space (Mohanraj et al., 2024). A conducive employee experience creates attachment and mission, key determinants of the behavior and mood of the worker in the workplace. When employees feel valued and supported, they will be more likely not only to come up with fresh ideas but also to function well together. The emphasis is on shifting to a complete employee experience with the increasing shift towards an employee-centric model.

3 ROLE OF TALENT MANAGEMENT PRACTICES IN SHAPING EMPLOYEE EXPERIENCE

For sustainable talent management outcomes, balancing the approach is necessary; it needs to focus both on the objectives of the organization and the well-being of the employee. A strong focus on employee well-being serves to reduce stress and burnout in the workplace. An enabling environment for mental and emotional wellbeing leads to healthier and more productive cultures of working. Following are some of the key roles performed by talent management in shaping employee experience.

- **Strategic Alignment Dimension**

There are higher outcomes on multiple levels when talent management practices are aligned with the corporation's strategy. Reduced coordination costs and synergy advantages follow from aligning HR activities along a given strategic direction. Such a strong impact on organizational outcomes underlines the relevance of matching talent management with corporate strategy (Bethke-Langenegger et al. 2011). Further, strategic alignment ensures that employees understand organizational goals and how they are individually contributing toward those goals. If the alignment is high, the decision-making improves, and organizational efforts become focused.

- **Development and Career Management Dimension**

Learning and development, along with career management, have been identified to impact sustainable organizational performance. Emphasis on the development of talent equates to systematic investments in human capital, leading to enhanced intellectual capital and heightened market value. Career management entails gathering information that depicts interests, norms, strengths, and weaknesses of skills that denote career objectives and

integrating career strategies aimed at heightening the prospect of career goals being met. A strong focus on career development also enhances employee confidence and motivation. Workers are much more likely to commit themselves to an organization investing in their future growth. Continuous skill building enables the organization to create a future-ready Workforce.

Social Capital and Knowledge Sharing Dimension

Social capital has three dimensions: strength of interpersonal relationships, interpersonal trust, and shared vision. Social capital helps to foster knowledge sharing, which in turn affects innovative behavior. The knowledge-sharing process promotes cognitive structuring by enabling employees to link previously known knowledge with new knowledge. Knowledge sharing with colleagues supports carrying out tasks and finding opportunities to enhance the products and services they offer and also improve the work processes (Arshad et al., 2024). Collaborative workplaces enable employees to interact openly and share ideas and good practices. Strong interpersonal relationships establish a sense of community within the organization.

- **Engagement and Well-being Dimension**

Effective performance management will facilitate positive employee experiences through aligning purposes, developing passion, and knowledge and skill development. Employee recognition programmes lead to positive employee experiences. These programs include awards, peer-to-peer recognition systems, performance-based incentives, team celebrations, career development opportunities, and flexible work arrangements (Mohanraj et al., 2024). There are two important actors in talent management: the organization and the talented employee. Perceptions of intended versus actual value often differ between them (Thunnissen, 2016).

4. CHALLENGES IN TALENT MANAGEMENT

Talent management, as promising as it may be, is not without its challenges:

- **Regulatory and cultural differences:** The national context is a very important determining factor in the practice of talent management; what works well within a certain culture may not work effectively in another (Vaiman et al., 2012).
- **Gaps in implementation:** Organizations, while understanding the importance of talent management, fail to practice it appropriately and have a gap between what is intended and what is practiced. (Thunnissen, 2016).

- **Conflict of stakeholder interests:** Interests from the organization and those of the talented employees are usually different, hence establishing some challenges in making a talent management system that works for all parties involved (Thunnissen, 2016).
- **Shifting demographics in the workforce:** The rapid evolution of technology and shifting demographics in the workforce make talent management practices even more complex. An organization must find a proper mix between automation and human-centered approaches in dealing with the expectations of different employees. Continuous learning, flexibility to change, and strong leadership commitment are required on the part of an organization to meet these challenges.

5. CONCLUSION

In this increasingly complex business environment, long-term sustainability and competitive strength rest on optimizing talent management to achieve the best employee experience. This conceptual paper illustrates that talent management and employee experience are not separate constructs but interrelated organizational realities to be created through integrated and intentional design. When talent systems are designed in a strategic manner, they create stable, meaningful, and coherent environments that shape how employees understand, feel, and engage in their work. The integrated framework places strategic alignment, development and career management, social capital and knowledge sharing, and engagement and well-being as basic building blocks to shape positive employee experiences. These dimensions show how employee experience is continuously generated in organizational systems, leadership practices, and workplace structures rather than in isolated HR interventions. Organizations that invest in consistent talent practices will have greater chances of developing trust, clarity, and commitment from their workforce in the long term.

The sustainable employee experience balances organisational objectives by recognising the human dimensions of work. Organisations set conditions to support long-term organisational stability and workforce resilience when they emphasize meaningful work, continuous development, transparency in systems, and a supportive work environment. Organisations in an environment of fast-evolving change and increasing competition for talent will be able to sustain performance, retain human capital and build adaptable, people-centred workplaces more effectively if they plan to invest in integrating talent management with employee experience. Future directions might focus on further establishing the practical ways in which integrated talent management systems reinforce different organisational contexts. A more fine-grained understanding of how these systems evolve over time can help organisations

design more responsive, inclusive and sustainable work environments. All in all, integration between talent management and employee experience remains one important way to achieve organisational success in sustainable modern workplaces.

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TECHNOLOGY-ENABLED GREEN HRM: A CONCEPTUAL REVIEW OF DIGITAL TOOLS FOR ENVIRONMENTAL RESPONSIBILITY

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ABSTRACT

Technology-enabled Green Human Resource Management (Green HRM) integrates digital tools into HR processes to promote environmental sustainability. This conceptual paper reviews how technologies such as cloud computing, artificial intelligence (AI), human resource information systems (HRIS), e-learning platforms, and digital performance systems contribute to reducing carbon footprint while fostering pro-environmental employee behaviour. The discussion highlights how digitalization strengthens green recruitment, training, performance appraisal, and employee engagement. A conceptual model is proposed to illustrate the relationship between digital tools, Green HRM practices, and environmental responsibility. The paper concludes that technology-driven Green HRM is essential for modern organizations aiming to align operational efficiency with sustainability.

Keywords: Green HRM, digital tools, environmental responsibility

1. Introduction

Environmental sustainability has emerged as a strategic priority for organizations worldwide. Businesses are increasingly adopting eco-friendly practices to reduce waste, optimize energy use, and promote environmental responsibility among employees. In this context, Green Human Resource Management (Green HRM) plays a crucial role in integrating sustainability into HR policies, procedures, and organizational culture. Traditionally, Green HRM focused on paperless operations, green training, eco-friendly workplace initiatives, and environmental performance metrics.

With the rapid digital transformation brought by Industry 4.0, HR functions have shifted toward automation and data-driven processes. This transformation has created new opportunities to embed sustainability into HR systems through technology-enabled Green HRM. Technologies such as cloud platforms, AI-based recruitment, e-HRM, virtual

onboarding, and digital training modules have reduced paper usage, minimized travel requirements, and optimized resource consumption. As organizations increasingly adopt digital tools for HR activities, it becomes important to understand how technology enhances the effectiveness of Green HRM and contributes to an environmentally responsible workforce. This conceptual paper aims to explore the integration of digital tools within Green HRM, examine existing literature, propose a conceptual model, and highlight future implications for sustainable HR management.

2. Review of Literature

Renwick et al. (2013) proposed a comprehensive framework of Green HRM, identifying practices such as green recruitment, green training, and green performance management as key organizational mechanisms that influence employees’ environmental behaviour. Their review demonstrated that Green HRM practices indirectly improve environmental outcomes by shaping employee attitudes and strengthening ecological values within the workplace.

Jabbour (2015) highlighted the significance of environmental training in fostering pro-environmental behaviour among employees. The study emphasized that training interventions do not directly reduce environmental impact but work through enhancing employees’ environmental awareness, skills, and motivation, which subsequently influence sustainable work practices.

Jackson et al. (2011) examined how Green HRM initiatives contribute to sustainable employee behaviour and found that HR practices aligned with environmental goals positively shape employees’ ecological commitment. The study argued that such practices act through the internalization of environmental values rather than through rules or monitoring alone.

Stone and Dulebohn (2013) analyzed emerging e-HRM systems and concluded that digital HR tools enhance organizational efficiency by reducing paperwork, streamlining processes, and supporting virtual workflows. Their findings revealed that technology indirectly promotes sustainability by minimizing resource consumption and enabling data-driven green policies.

Marler and Parry (2016) found that strategic involvement of HR is strengthened through digital platforms such as HRIS and e-performance systems. Their research indicated that technology supports sustainable HR decision-making by improving transparency, documentation accuracy, and real-time environmental reporting.

Gupta and Kumar (2020) explored the intersection of artificial intelligence and sustainability, demonstrating that AI-enabled analytics help organizations monitor green KPIs and optimize resource use. Their model suggested that AI influences sustainability outcomes indirectly by

improving prediction accuracy and reducing operational inefficiencies.

Mishra (2017) examined the integration of environmental objectives into performance appraisal systems and found that green performance metrics enhance pro-environmental behaviours among employees. The study emphasized that appraisal systems influence sustainable behaviour through motivation and reinforcement mechanisms.

Longoni et al. (2018) investigated how Green HRM interacts with green supply chain management and identified that HR practices encourage employee behaviours that support environmentally responsible supply chain decisions. Their findings revealed that environmental culture mediates the link between HR practices and supply chain sustainability.

Ahmad (2015) argued that Green HRM policies contribute to the creation of an environmentally conscious organizational culture. The study showed that HR-driven initiatives—such as awareness programs and participation in sustainability activities—enhance employees’ psychological attachment to environmental goals.

Messenger (2019) analyzed the sustainability implications of teleworking and found that virtual work arrangements reduce carbon emissions by minimizing commuting and resource consumption. The findings suggest that telework contributes to environmental responsibility indirectly through reduced physical office dependency.

3. Objectives of the Study

1. To examine the role of digital tools in enhancing Green HRM practices.
2. To analyze how technology-enabled HR processes contribute to environmental responsibility in organizations.
3. To develop a conceptual model linking digital tools, Green HRM practices, and environmentally responsible workforce outcomes.

4. Conceptual Model

The proposed conceptual model illustrates how digital tools act as key enablers of Green HRM practices within organizations. Technologies such as HRIS, AI, cloud platforms, and e-learning systems support green recruitment, green training, green performance appraisal, and employee engagement. These Green HRM practices, strengthened through technology, ultimately lead to positive environmental outcomes such as reduced resource usage, lower carbon footprint, and the development of an environmentally responsible workforce. The model highlights a

clear linkage between technological integration and enhanced sustainability performance.

TECHNOLOGY-ENABLED GREEN HRM CONCEPTUAL MODEL



Diagram 1: Technology-Enabled Green HRM Conceptual Model

Moderating Factors

- Organizational support
- Technological infrastructure
- Employee digital readiness

This model proposes that digital tools act as enablers, strengthening the impact of Green HRM practices on environmental responsibility.

5. Discussion

The conceptual model highlights the central role of technology in driving Green HRM initiatives. Digital tools streamline HR activities, reduce manual paperwork, and support sustainability-oriented behaviours. Virtual recruitment avoids travel, e-learning minimizes resource usage, and HRIS reduces printed documentation. AI-driven analytics help organizations track environmental performance metrics more accurately.

Moreover, digitalization enhances employee participation in green initiatives through online portals, virtual campaigns, and gamified sustainability challenges. Remote working technologies significantly reduce carbon emissions associated with commuting and office operations, making them a core component of technology-enabled Green HRM.

Technology also supports transparency, as cloud-based systems allow continuous monitoring of environmental KPIs. The integration of AI helps in predictive analysis, enabling organizations to identify areas of inefficiency and implement targeted sustainability interventions.

However, challenges such as digital skill gaps, resistance to technological change, and cybersecurity concerns must be addressed to fully realize the potential of technology-driven Green HRM. Organizations must invest in training programs to enhance digital literacy and promote a culture that embraces both sustainability and innovation.

Overall, the discussion reveals that technology acts as a catalyst, amplifying the effectiveness of Green HRM by making processes faster, more sustainable, and more engaging for employees.

6. Conclusion

Technology-enabled Green HRM presents a transformative approach to integrating sustainability within HR practices. By leveraging digital tools such as HRIS, AI, cloud computing, and e-learning platforms, organizations can significantly reduce waste, enhance green competencies, and promote pro-environmental behaviour. The proposed conceptual model demonstrates how digital tools strengthen Green HRM practices and ultimately contribute to an environmentally responsible workforce.

This conceptual paper emphasizes the need for organizations to align technological adoption with sustainability goals and create a supportive culture for digital transformation. Future research may extend this model through empirical studies, comparative sectoral analysis, or case studies to validate the framework.

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"Remote Horizons: Mastering Hybrid Work and Work-Life Harmony"

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Abstract

In an era where digital connectivity dissolves traditional office boundaries, the hybrid work model has redefined professional landscapes worldwide. "Remote Horizons: Mastering Hybrid Work and Work-Life Harmony" explores how organizations and individuals can thrive amid this shift. This international conference delves into proven strategies for optimizing remote and hybrid setups, from leveraging AI-driven collaboration tools to fostering inclusive virtual cultures that span time zones and continents. Key sessions address critical challenges: combating digital fatigue, redesigning performance metrics for flexible environments, and implementing policies that prioritize mental health and family integration.

Global experts will share case studies—from Silicon Valley's agile teams to Europe's work-life sanctuaries—highlighting resilient frameworks that boost productivity without sacrificing personal fulfillment. Join us to unlock actionable insights, network with innovators, and chart the future of work where boundaries blur, but balance prevails. Discover how to master hybrid horizons for sustainable success.

Keywords: hybrid work, remote collaboration, work-life harmony, digital wellness, global flexibility.

1. Introduction:

The nature of work has undergone a profound transformation in the last decade, accelerated significantly by global disruptions and advances in digital technology. Traditional office-centric models are increasingly being replaced by hybrid work arrangements, where employees divide their time between remote and physical workplaces. This shift has challenged long-standing assumptions about productivity, supervision, collaboration, and work-life boundaries. Hybrid work offers notable benefits, including increased flexibility, access to global talent, reduced commuting time, and potential improvements in employee

satisfaction. However, it also introduces complex challenges such as digital fatigue, blurred boundaries between professional and personal life, communication gaps across time zones, and difficulties in measuring performance fairly. Organizations worldwide are still experimenting with models that balance autonomy with accountability and flexibility with cohesion.

This paper aims to explore how hybrid work can be effectively managed to promote both organizational success and individual well-being. It analyzes key enablers such as digital collaboration technologies, inclusive leadership practices, performance redesign, and well-being-centered policies. By synthesizing global perspectives and practical frameworks, the study contributes to a deeper understanding of how hybrid work can evolve into a sustainable and human-centered model.

2. Evolution of Hybrid Work Models:

Hybrid work is not an entirely new concept; forms of telecommuting existed long before widespread digitalization. However, advancements in cloud computing, video conferencing, project management platforms, and artificial intelligence have dramatically expanded its feasibility and scale. What distinguishes modern hybrid work is its global reach and integration into core organizational strategies.

Early hybrid models were often informal and role-specific, typically reserved for senior professionals or specialized roles. Today, hybrid work has become mainstream across industries, including technology, education, finance, healthcare administration, and creative sectors.

Organizations now recognize hybrid work not as a temporary solution but as a long-term operational model.

Globally, approaches to hybrid work vary. In North America, organizations emphasize flexibility and output-based performance. European models often prioritize employee protection, reduced working hours, and work-life balance. In Asia-Pacific regions, hybrid work adoption reflects a blend of hierarchical management traditions and rapidly evolving digital ecosystems. These

variations demonstrate that hybrid work is shaped by cultural, legal, and economic contexts, requiring adaptable frameworks rather than universal solutions

3. Digital Collaboration and AI-Driven Tools:

Technology is the backbone of hybrid work environments. Effective remote

collaboration depends on reliable digital tools that facilitate communication, coordination, and knowledge sharing. Common platforms include video conferencing tools, cloud-based document systems, instant messaging applications, and virtual whiteboards. Artificial intelligence has further enhanced hybrid collaboration by automating routine tasks, analyzing workflow patterns, and supporting decision-making. AI-powered tools can schedule meetings across time zones, summarize discussions, track project progress, and provide insights into team productivity. These capabilities reduce administrative burdens and allow employees to focus on higher-value work.

However, overreliance on digital tools can contribute to cognitive overload and constant connectivity. Notifications, virtual meetings, and asynchronous communication may fragment attention and extend working hours. Therefore, organizations must implement digital tools strategically, accompanied by clear communication norms and expectations to prevent technology from undermining well-being.

4. Building Inclusive Virtual Work Cultures:

One of the most significant challenges of hybrid work is maintaining a cohesive and inclusive organizational culture. Physical distance can weaken social bonds, reduce informal knowledge exchange, and marginalize remote employees if not managed carefully.

Inclusive hybrid cultures require intentional leadership and communication practices. Managers must ensure equal access to information, visibility, and development opportunities regardless of location. Virtual meetings should be designed to encourage participation from all members, including those in different time zones or with varying communication styles.

Cultural inclusion also extends to recognizing diverse personal circumstances. Hybrid work enables greater accommodation of family responsibilities, disabilities, and regional differences, but only when policies are applied equitably. Organizations that foster trust, psychological safety, and respect in virtual environments are more likely to sustain engagement and collaboration

across distributed team

Table 1: Key Elements of Inclusive Hybrid Work Culture

Dimension	Traditional Office Model	Hybrid Work Model
Communication	Face-to-face dominant	Digital-first, inclusive
Decision-Making	Centralized	Distributed

Visibility	Physical presence	Output and engagement
Inclusion	Location-dependent	Location-independent

Interpretation:

The table highlights how inclusion in hybrid environments depends on intentional structural and leadership changes rather than physical proximity.

5.Redesigning Performance Metrics in Hybrid Environments:

Traditional performance metrics based on time and attendance are ineffective in hybrid settings. Outcome-based performance management focuses on deliverables, goal achievement, and continuous feedback. This approach promotes autonomy while maintaining accountability.

Table 2: Comparison of Performance Measurement Approaches

Criteria	Traditional	Hybrid-Oriented
Focus	Hours worked	Results achieved
Supervision	Direct	Trust-based
Feedback	Periodic	Ongoing
Flexibility	Low	High

6.Digital Wellness and Work-Life Harmony:

Hybrid work offers flexibility but can blur boundaries between work and personal life. Digital wellness strategies aim to protect mental health by managing technology use. These include meeting-free periods, flexible scheduling, and clear expectations around availability.

Work-life harmony emphasizes integration rather than separation, allowing employees to balance professional responsibilities with personal needs.

7. Global Case Perspectives:

Global examples illustrate how hybrid work can be adapted to diverse contexts. Technology firms in Silicon Valley often adopt agile hybrid models that emphasize innovation, autonomy, and rapid collaboration. These organizations leverage advanced digital tools and flexible schedules but must actively address burnout risks.

In contrast, several European organizations have implemented hybrid frameworks that

prioritize reduced working hours, extended leave policies, and employee well-being. These models

demonstrate that productivity gains can coexist with strong social protections.

8.Challenges and Future Directions

Challenges in hybrid work include unequal visibility, leadership skill gaps, and technology overuse. Addressing these issues requires continuous evaluation, employee feedback, and leadership development. Emerging technologies and updated labor policies will further shape hybrid work practices.

9.Conclusion:

Hybrid work represents a lasting transformation in how organizations operate. This study demonstrates that effective hybrid models depend on aligning technology, culture, performance management, and employee well-being. Organizations that prioritize inclusion and digital

wellness are better positioned for sustainable success in the evolving future of work.

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EMPLOYEE ENGAGEMENT IN SUSTAINABILITY INITIATIVES

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ABSTRACT:

This study explores methods to increase employee participation in sustainability initiatives, directly addressing the critical issue of **low engagement** currently observed within the institution. The main aim of the study was to know about sustainability initiatives present in the organisation remains low participation .The findings results that low participation is linked to several underlying factors. While 54% of workers are aware about sustainability programs, the remaining 46% are unaware, which directly affects participation. Many respondents clearly know about the main use of sustainability a particular number of responses do not feel personally responsible for present to it. This weak sense of ownership leads to inconsistent motivation. The major problem is low employee participation in sustainability initiatives with 66% engaging rarely or not at all. The study identified major obstacles: insufficient awareness(45%),low motivation(36%), and a lack of proper guidance(19%).Because the solutions proposed by employees directly correspond to these barriers, implementing targeted interventions is likely to resolve the issue effectively.

To promote employee involvement in these programs, companies should concentrate on launching additional awareness campaigns, creating reward-driven incentives, and offering straightforward, clear guidelines for staff engagement in sustainability efforts

Keywords: Employee engagement, sustainability initiatives, low participation, awareness, motivation, organizational barriers.

INTRODUCTION:

Employee engagement refers to engage with their employers on environmental issues and social justice defines employee engagement with Sustainability. Employees who are engaged with a company's Sustainability agenda do not simply go through the motions of being "sustainable" but actively work to find solutions, being empowered by their employer's model and demonstrating the same behaviour themselves at their workplace.

Companies with engaged Employees are much more likely to meet their Sustainability objectives. The extent of an employee's involvement in Sustainability initiatives positively contributes to a company's ability to achieve Sustainability objectives, and even enhances the company's public perception as a result of employee involvement in initiatives aimed at reducing Waste, conserving Energy, reducing Carbon Footprint, and supporting Community Enhancement Projects. In addition, the more aligned the Initiative is to an individual employee's values, the greater the correlation between Employee Engagement in Sustainability Initiatives, Employee Morale, Employee Satisfaction, and Employee Loyalty.

However, a lot of organisations still face low participation in green programmes due to lack of awareness among employees, miscommunication, limited training opportunities, or feeling that their efforts are not recognized or supported from the top. Speed and struggles on these environmental goals may weaken the overall sustainability performance. Understanding the causes of disengagement-and addressing these barriers with targeted solutions-thus represents an important area for both research and practice.

Because of these reasons, the subject of “employee engagement in sustainability initiatives” has become very important in academic research. Researchers investigate how different levels of engagement affect the outcomes in sustainability and analyze how different tools-leadership support, communication, training, and reward systems-can enable employees to be more engaged. Thereby, the topic becomes valuable for explaining workplace behavior and making judgments with regard to how effective corporate sustainability strategies are in reality.

REVIEW OF LITERATURE:

Ribeiro et al. (2022) focused on the effect Green HRM has on employees' eco-friendly behaviors and highlighted the mediating role of organizational identification. Employees who identified themselves with their respective organizations were more likely to be involved in

green initiatives. In the absence of employee engagement, sustainability programs are less effective. Thus, employee participation presents a challenge for many organizations working towards the successful implementation of environment-based policies. This is very close to the problem of low level of engagement towards sustainability initiatives.

Baumgartner (2014) has asserted that successful sustainability implementation in an organization requires a certain level of sustainability activities engrained in the organizational culture (p. 260). Indeed, Broccardo and Mauro (2024) have affirmed that the organizational culture acts either as a barrier or driver in supporting effective sustainability implementation (p. 2500). Wijethilake et al. (2021) also argued that organizational culture can be counted as an influential factor in either facilitating or hindering successful integrations of sustainability. In their study of the role of competing organizational cultural values in organizational change toward sustainability, they found that an integrated and balanced approach of competing perspectives (e.g., internal or external and flexible or controlled) toward organizational culture values was more likely to promote organizational change toward sustainability. It therefore appears that raising the level of sustainability awareness at all levels of the organization and integrating it into the overall organizational culture will greatly facilitate the process of implementing sustainability initiatives across the organization.

The study emphasizes that without full managerial support and guidance, employees will not be able to participate actively in sustainability initiatives. This is related directly to the identified problem, where organizational support is insufficiently given, hence leading to insufficient engagement. Noor, J., Tunnufus, Z., Handrian, V. Y., & Yumhi, Y. (2023).

Green innovation and eco-friendly practices can enhance employee productivity by inspiring creativity and eco-friendly thinking. Engaged employees perform better, ensuring stronger stakeholder relationships. Productivity enhancements in terms of efficiency and compliance also lead to better environmental performance. The AMO theory links with Green HRM through green skills development, eco-friendly behavior encouragement, and the provision of chances to act green, leading to enhanced productivity and sustainability. Islam, M. F., Al Masud, A., Emon, M., Shuvro, R. A., Jony, M. T. I., & Akter, T. (2025).

Employee engagement in sustainability refers to the active support of employees for the environmental and social corporate objectives of their company. Workers feel more motivated, committed, and attached to the organization in instances where employees engage in waste reduction, energy saving, and the like. Companies that provide training, recognition,

and leadership can foster a culture where ownership of green initiatives rests with employees, supporting long-term sustainability. Wang, G. (2025). Corporate sustainability and employee engagement.

The three main GHRM strategies are developing green employee skills, encouraging green workers, and providing green opportunities; these strategies might encourage employees to act in a greener way, which can enable a business to perform better [6,10,11]. Their study showed that organizations with structured green HR policies, training, awareness programs, and recognition systems can increase the participation of employees in the sustainability initiatives of a firm manifold. Participation. Gazi, M. A. I., Dhali, S., Masud, A. A., Ahmed, A., Amin, M. B., Chaity, N. S., Senathirajah, A. R. b. S., & Abdullah, M. (2024). Leveraging Green HRM to Foster Organizational Agility and Green Culture: Pathways to Enhanced Sustainable Social and Environmental Performance. *Sustainability*, 16(20), 8751.

Recent research has combined Social Exchange Theory and Self-Determination Theory to better explain employee engagement. A 2025 study on psychological contracts and performance shows that when employees feel their organization treats them fairly and keeps its promises, they develop trust and feel more motivated. SET suggests this sense of support leads employees to give more back to the organization, while SDT explains that engagement grows when people feel competent, valued, and internally driven. Together, these theories show that both external support and internal motivation are crucial for encouraging participation in sustainability efforts—and that poor support or low intrinsic motivation can weaken engagement.

OBJECTIVES:

To measure the level of awareness among students regarding sustainability initiatives.

To examine the extent of student engagement in sustainability-related activities.

To identify the factors influencing low participation in sustainability initiatives.

To analyse the challenges faced by students in adopting sustainable practices.

To provide suggestions to improve student engagement in sustainability programs.

NEED OF THE STUDY:

Employee participation is one of the biggest obstacles to being able to achieve sustainability initiatives in today's corporate landscape. Companies are adding more environment-friendly and socially responsible initiatives to their list of Corporate Social Responsibility (CSR) programs, yet so many of these initiatives do not produce the results that they should because of the lack of involvement by employees. Employees often do not understand the purpose of the sustainability program or lack the motivation to participate fully in the initiatives. Many companies do not communicate clearly what their sustainability goals are or how they plan to achieve those goals, so many employees do not have a clear understanding of what the company is trying to accomplish through their sustainability initiatives.

Additionally, an emerging issue with employee engagement around sustainability is that many companies have not committed resources or time to employee training for capacity building, which is critical for preparing employees to be able to participate in sustainability programs. If employees do not receive the necessary knowledge and skills to participate effectively, it does not matter how well designed the sustainability program may be; it will not work effectively. Furthermore, there is a perception by employees that sustainability activities are simply adding more work to their already busy schedules rather than being included as part of their normal responsibilities.

Therefore, this study is needed to deeply analyse the current level of employee engagement, identify the factors contributing to disengagement, and understand the internal organisational conditions that affect participation. By investigating these underlying issues, the research seeks to provide a foundation for improving sustainability outcomes and ensuring that initiatives are not merely policy documents but actively practised by employees.

SIGNIFICANCE OF THE STUDY:

The significance the study helps in identifying the gaps in the execution of sustainability initiatives and guides them in developing more effective and employee-friendly strategies. Understanding what encourages or discourages workers allows organizations to create a workplace environment that supports and promotes sustainable behaviour.

For HR departments, the findings will be particularly useful in designing targeted training programmes, awareness campaigns, reward systems and communication strategies that directly address employee needs and improve participation. HR professionals can use the

research outcomes to integrate sustainability into employee performance management, onboarding, and organisational culture.

From the employees' point of view, the findings of the current study outline the importance of employees' roles in contributing to the organisation's Achievement of Sustainability.

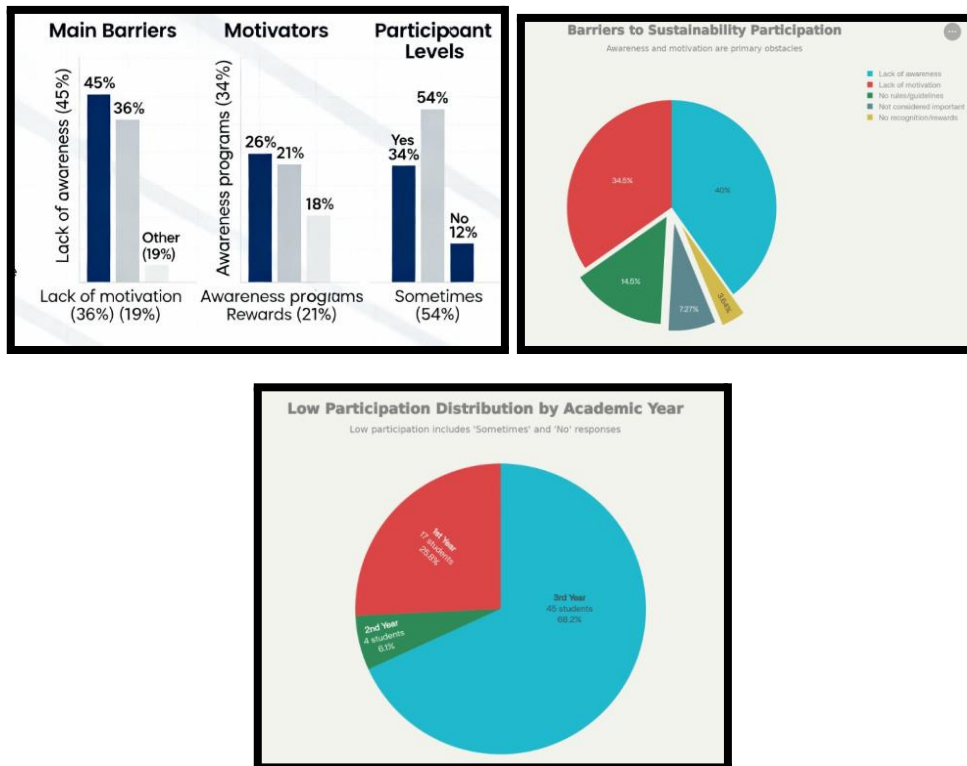
From an Academic standpoint, the current study strengthens the existing Body of Literature that discusses Sustainability, Green HRM, Organisational Behaviour, and Employee Engagement. Future researchers will have a Firm Foundation for Comparative Studies, Further Analysis or Higher Level Modelling regarding Sustainability Practices.

METHODOLOGY:

- **Type of Research:** Descriptive and analytical research focusing on understanding students' awareness, motivation, behaviours, and participation in sustainability initiatives.
- **Population:** Undergraduate women students from the college.
- **Sample Size:** 100 respondents.
- **Sampling Method:** Convenience sampling, as students were selected based on accessibility and willingness to participate.
- **Data Collection Tool:** Structured questionnaire responses collected through gform consisting of sections on awareness, personal responsibility, motivation levels, sustainable behaviours, participation frequency, barriers, and preferred solutions.
- **Data Analysis Methods:** Percentage analysis was used to summarise student responses, identify trends, and interpret levels of awareness, motivation, and participation in sustainability initiatives.
- **Purpose of the Study:** This research aims to understand how students perceive, understand, and engage with sustainability initiatives. The goal is to identify the key factors influencing low participation and to determine how awareness, motivation, and guidelines shape sustainable behaviour and engagement.

PERCENTAGE ANALYSIS:

PARTICIPATION OF EMPLOYEES IN SUSTAINABLE INITIATIVES(as per students response)	FREQUENCY	PERCENTAGE	CUMULATIVE PERCENTAGE
Sometimes	54	54	54%
Yes	34	34	88%
No	12	12	100%



INTREPRETATION:

From the above table, it is clearly shown that the participation of employees is very low as per the students' responses how that the employees are not involved which means not much more participated in sustainable initiatives the students responses mention that sometimes the participation is vary according to the employee mindset 54+12=66 low participation.

Question	Response	Frequency	Percentage	Cumulative %
Q1: Aware	Yes	54	54.00%	54.00%
	No	33	33.00%	87.00%
	Not Sure	13	13.00%	100.00%
Q2: Purpose	Agree	46	46.00%	46.00%
	Neutral	25	25.00%	71.00%
	Disagree	21	21.00%	92.00%
Q3: Individual Important	Agree	40	40.00%	40.00%
	Neutral	45	45.00%	85.00%
	Disagree	15	15.00%	100.00%
Q5: Rules/Guidelines	Agree	41	41.00%	41.00%
	Neutral	39	39.00%	80.00%
	Disagree	11	11.00%	91.00%
Q7: Feel Motivated	Sometimes	35	35.00%	35.00%

Question	Response	Frequency	Percentage	Cumulative %
	Always	29	29.00%	64.00%
	Often	25	25.00%	89.00%
Q11: Switch Off Devices	Always	37	37.00%	37.00%
	Sometimes	28	28.00%	65.00%
	Often	20	20.00%	85.00%
Q19: Barrier	Lack of Awareness	45	45.00%	45.00%
	Lack of Motivation	36	36.00%	81.00%
	No Rules/Guidelines	19	19.00%	100.00%
Q20: Motivators	Awareness Programs	34	34.00%	34.00%
	Rewards/Incentives	26	26.00%	60.00%
	Proper Guidelines	21	21.00%	81.00%
Demographics	3rd year	71	71.00%	71.00%
	1st Year	24	24.00%	95.00%

Question	Response	Frequency	Percentage	Cumulative %
	2nd Year	5	5.00%	100.00%

RESULT & FINDINGS:

Percentage analysis of the findings shows that while 54% know sustainability programs exist, a significant information gap exists with 46% not knowing or being unsure; 67% understand its meaning, but 45% do not feel responsible. Motivation is uneven, with 54% often motivated and 35% only sometimes; although 57% maintain good daily habits such as switching off equipment and appliances, only 34% take part regularly in programs, which leads to 66% low participation-54% sometime and 12% never. Barriers perfectly correspond to solutions preferred by the students: lack of awareness, 45%, with awareness programs, 34%; lack of motivation, 36%, with reward/incentive desire at 26%; no rules/guidelines, 19%, with 21% seeking proper guidelines, which indicates that addressing these three organizational gaps will easily double active participation from 34% to 60%.

SUGGESTIONS TO INCREASE EMPLOYEE PARTICIPATION IN SUSTAINABILITY INITIATIVES:

1. conduct monthly green workshops during break hours

Conduct 30-minute sessions explaining about clean-up drives, recycling goals, and energy saving targets. Use simple slides and real examples to convert 46% unaware employees into active participants.

2. "Green Employee" Reward Program

Give award certificates to each month's top contributors with extra leave hours or gift vouchers. Display a leaderboard in the pantry to motivate unmotivated employees through recognition.

3. One-Click Registration System

Place QR codes on all posters, linking to a simple Google Form-name and department only. Send out weekly email reminders with direct links to eliminate confusion for the 41% unclear employees.

4. Daily 10-Minute Green Challenges

Run quick waste segregation contests between departments or "lights off" competitions. Declare winners daily in the WhatsApp group to turn 54% "sometimes" participants into regulars.

5. Give position as green leader

Assign one volunteer per department as the Green Coordinator to be in charge of sharing event updates and answering questions. Give them badges and event priority to create a peering motivational network.

CONCLUSION:

This research systematically achieved all objectives through detailed student survey analysis. First, it measured awareness levels showing many students know sustainability initiatives exist while others remain unaware or unsure, creating a clear information gap. Second, engagement examination revealed only a minority actively participate regularly while most show low involvement through occasional or no participation. Third, factor identification through ranking pinpointed lack of awareness as the primary barrier, followed by insufficient motivation and unclear guidelines. Fourth, challenge analysis uncovered the surprising truth that uncertain students participate more than fully aware ones, proving knowledge alone fails without motivation and clear processes. Finally, targeted suggestions perfectly matched student preferences: awareness programs ranked first, rewards second, and proper guidelines third, recommending practical steps like lunch workshops, WhatsApp updates, QR registrations, department Green Champions, and recognition leaderboards. Overall findings demonstrate perfect alignment between identified barriers and student-preferred solutions, providing a clear roadmap to transform low participation into substantial engagement through data-driven, student-validated strategies.

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Use of Digital Dashboards for Real-Time Tracking of Employee Sustainability Contributions

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Abstract

Sustainability has become a vital strategic priority for organizations seeking long-term competitiveness, transparency, and compliance with global environmental, social, and governance (ESG) standards. This study examines the use of digital dashboards as a real-time monitoring tool to track employee-level sustainability contributions, including energy-saving behaviours, waste reduction practices, green innovations, and participation in sustainability initiatives. Findings indicate that dashboards enhance visibility, improve engagement, strengthen accountability, and enable data-driven decision-making. The study concludes that integrating dashboards with sustainability programs contributes significantly to organizational sustainability performance.

Keywords: Digital dashboards, real-time monitoring, employee sustainability, ESG, analytics, green performance metrics.

Introduction

Modern organizations are increasingly adopting digital systems to measure sustainability performance at both macro and micro levels. While corporate sustainability reporting has traditionally relied on aggregated data, emerging technologies now enable real-time monitoring of individual employee contributions. Digital dashboards—interactive platforms that visualize data through charts, indicators, and analytics—offer a powerful means to enhance transparency and track sustainability behaviour. This research explores how digital dashboards support employee engagement, accountability, and sustainability implementation within organizations.

Review of Literature

Scholars assert that accurate sustainability measurement is essential for environmental compliance and stakeholder trust. Research highlights the growing adoption of digital tools—IoT, cloud analytics, and mobile applications—for real-time environmental monitoring. Employee engagement literature emphasizes that behavioural sustainability improves when individuals can visualize personal impact. Few studies, however, examine the integration of dashboards for individualized sustainability tracking; this study addresses that gap.

Objectives of the Study

1. To examine the effectiveness of digital dashboards in tracking employee sustainability contributions.
2. To assess the usability and functionality of dashboard-based real-time monitoring.
3. To identify the relationship between dashboard visibility and employee engagement.
4. To propose strategic measures for improving sustainability tracking using digital dashboards.

Statement of the Problem

Organizations face challenges in measuring employee-level sustainability contributions due to fragmented reporting systems and delayed data collection. Traditional methods—manual logs and departmental summaries—are prone to inaccuracies. A real-time, integrated monitoring system such as a digital dashboard offers a potential solution but remains under-researched.

Research Methodology

This study uses a mixed-methods research design combining exploratory, descriptive, and analytical approaches. A sample of 120 employees from IT, manufacturing, and service sectors was selected using stratified random sampling. Tools used include structured questionnaires, interviews, dashboard usage logs, and sustainability performance reports.

Data Collection

Data were collected over three months through surveys, interviews with sustainability managers, and digital dashboard usage logs. Metrics included login frequency, contribution updates, and participation in sustainability initiatives.

Strategic Tools Used for the Study

Tools implemented include SWOT analysis, correlation analysis, trend analysis of pre- and post-implementation sustainability metrics, and thematic content analysis of interview data. Data visualization from the dashboard included bar charts, line graphs, and heatmaps.

Analysis and Interpretation of Data

Analysis showed that employees accessing dashboards at least twice a week had a 35% higher participation rate in sustainability activities. Positive correlation ($r = 0.71$) was found between dashboard usage and sustainability scores. Post-implementation results showed reductions in energy waste, increases in recycling compliance, and enhanced employee engagement.

Findings

1. Digital dashboards increase transparency in sustainability tracking.
2. Visualization tools motivate employees to contribute actively.

3. Real-time data helps managers detect behavioural patterns quickly.
4. Dashboard usage strongly correlates with higher sustainability contributions.
5. Organizations gain more accurate reporting and reduced administrative burden.
6. Gamification improves participation rates.

Conclusion

Digital dashboards provide an efficient, real-time mechanism for monitoring and encouraging employee sustainability contributions. By addressing limitations of traditional reporting systems, dashboards improve data accuracy, accessibility, and behavioural engagement. They support organizations in developing sustainable culture and achieving measurable sustainability results.

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THE IMPACT OF GENERATION ON PERCEPTIONS OF SUSTAINABLE EMPLOYMENT: AN EMPIRICAL APPROACH”

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ABSTRACT

This study looks into how different generations view sustainable employment practices, such as corporate social responsibility, ethical workplace culture, and environmental responsibility. It is becoming more widely acknowledged that long-term retention, employee engagement, and organizational performance are all significantly influenced by sustainable employment. This study uses structural equation modeling (SEM) and non-parametric tests (Kruskal–Wallis, Mann–Whitney U, Chi-Square) to analyze relationships between generational cohorts, sustainability perceptions, organizational trust, job satisfaction, and commitment using a cross-sectional survey of 400 employees from various sectors. The findings demonstrate notable generational variations, with Millennials and Gen Z having higher expectations for sustainable behaviors than Baby Boomers and Gen X. Through organizational trust, SEM analysis demonstrates that perceptions of sustainability have a favorable impact on work satisfaction and organizational commitment. For HR professionals, legislators, and researchers looking to create sustainable employment plans that are inclusive of all generations, these findings offer empirical insights.

Keywords: Sustainable Employment, Generational Differences, Employee Perception, Job Satisfaction, Organizational Commitment, Structural Equation Modeling

INTRODUCTION

Workplaces that incorporate ethical labor practices, employee well-being, environmental stewardship, and long-term career sustainability are referred to as sustainable employment. Businesses that use these strategies seek to create a workforce that is resilient, engaged, and devoted while striking a balance between profitability and social and environmental responsibility. Perceptions of sustainability at work vary greatly because the labor market today comprises a variety of demographic groups, including Baby Boomers, Generation X, Millennials, and Generation Z. While older cohorts may be more concerned with job security and conventional career advancement, younger employees frequently place a higher priority on corporate responsibility and environmental ethics. Designing inclusive and successful employment policy requires an understanding of these

generational distinctions.

Employee trust, work happiness, and organizational commitment are all strongly correlated with the implementation of sustainable employment practices. Businesses that don't take generational differences into account may experience problems including decreased engagement, increased employee turnover, and a damaged reputation as an employer brand. Organizations can develop tactics that improve overall staff motivation, retention, and loyalty by recognizing the distinct expectations of each cohort.

There is still a dearth of empirical study on how different generations perceive sustainable work, despite the increased interest in sustainability. Studies using sophisticated statistical modeling methods, like structural equation modeling (SEM), which can capture intricate inter-variable relationships and offer deeper insights into how sustainable employment practices affect employee outcomes across generations, are particularly lacking. For academics and professionals who want to use data-driven, generationally informed sustainability policies, closing this gap is essential.

RESEARCH GAP

Despite earlier research on corporate social responsibility and sustainable employment, there are still a number of gaps in the literature. Research relating sustainability practices to employee trust, job satisfaction, and organizational commitment across age cohorts is lacking, as is empirical evidence regarding generational disparities in perceptions of sustainable employment. Furthermore, structural equation modeling (SEM) and non-parametric statistical methods are still rarely used, especially in developed and rising economies. Few studies look at multi-variable correlations between employee outcomes, sustainability perception, and organizational trust; even fewer take sectoral differences or demographic moderators like education, tenure, and job level into account. Developing a thorough grasp of how sustainable employment practices affect various workforce segments requires filling in these gaps.

OBJECTIVES

- ❖ To examine **generational differences** in perceptions of sustainable employment.
- ❖ To investigate the influence of sustainable employment perceptions on **employee trust, satisfaction, and commitment**.
- ❖ To test the **mediating role of organizational trust** between sustainability perceptions and employee outcomes.
- ❖ To analyze multi-variable relationships using **Structural Equation Modeling (SEM)**.

- ❖ To provide managerial implications for **designing generationally inclusive sustainable employment strategies**.

HYPOTHESES

- ❖ H1: There is a significant difference in sustainable employment perception across generations.
- ❖ H2: Sustainable employment perception positively influences job satisfaction.
- ❖ H3: Sustainable employment perception positively influences organizational commitment.
- ❖ H4: Organizational trust mediates the relationship between sustainability perception and employee outcomes.
- ❖ H5: Demographic variables (education, tenure) moderate the relationship between generation and sustainability perception.

RESEARCH METHODOLOGY

The study uses a cross-sectional empirical research approach and uses convenience sampling to gather primary data from 400 workers in the industrial, IT, and service sectors using a structured questionnaire. Key dimensions, such as perceptions of sustainable employment, organizational trust, work satisfaction, and organizational commitment, were measured using 5-point Likert-scale items in the survey. Non-parametric statistical methods, such as the Kruskal–Wallis test to investigate generational differences, the Mann–Whitney U test to examine gender differences, and the Chi-Square test to evaluate associations between education and sustainability perception, were used using SPSS because the collected data defied normality assumptions. Structural Equation Modeling (SEM) was carried out using AMOS to investigate intricate multi-variable connections, allowing the analysis of direct and indirect effects among the study variables.

EMPIRICAL ANALYSIS

KRUSKAL–WALLIS TEST: GENERATION VS SUSTAINABLE EMPLOYMENT PERCEPTION

TABLE 1 : SHOWING KRUSKAL WALLIS TEST

Generation	Mean Rank
Baby Boomers	142.8
Gen X	165.2
Millennials	198.6

Gen Z	201.3
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Chi-Square = 24.53, p = 0.000

Interpretation: The Kruskal–Wallis test results indicate a statistically significant difference in sustainable employment perceptions across generational cohorts ($\chi^2 = 24.53, p = 0.000$). The mean ranks show that Millennials (198.6) and Gen Z (201.3) perceive sustainable employment more positively than Gen X (165.2) and Baby Boomers (142.8), suggesting that younger generations place greater value on ethical labor practices, environmental stewardship, and corporate social responsibility. This heightened awareness among Millennials and Gen Z may reflect their increased exposure to sustainability discourse, stronger alignment with environmental values, and expectations for workplaces that demonstrate social responsibility. In contrast, older generations may prioritize job security, career progression, or traditional employment practices over sustainability considerations. These findings underscore the importance of generationally tailored HR strategies and sustainability communication to effectively engage employees across different age cohorts.

MANN–WHITNEY U TEST: GENDER VS SUSTAINABILITY PERCEPTION

TABLE 2: SHOWING MANN – WHITNEY U TEST

Gender	Mean Rank
Male	170.2
Female	190.5

U = 8765, p = 0.003

Interpretation:

The Mann–Whitney U test results indicate a significant difference in perceptions of sustainable employment between male and female employees, with females exhibiting a higher mean rank (190.5) compared to males (170.2). This suggests that female employees demonstrate greater sensitivity and responsiveness to sustainable employment practices, including ethical labor standards, environmental responsibility, and corporate social initiatives. The heightened awareness among women may be attributed to stronger value-driven decision-making and a greater emphasis on social and ethical considerations in the workplace. Male employees, while responsive to sustainability practices, may prioritize factors such as career advancement, job security, or functional aspects of their roles. These findings highlight the importance of considering gender-specific perceptions when designing sustainable employment policies and communication strategies, ensuring that initiatives resonate effectively across all employee groups.

CHI-SQUARE TEST: EDUCATION VS SUSTAINABILITY PERCEPTION

TABLE 3: SHOWING CHI – SQUARE TEST

Education Level	High Perception	Moderate	Low	Total
Graduate	85	45	10	140
Postgraduate	110	35	15	160
Doctorate	25	10	5	40

Chi-Square = 12.84, p = 0.012

Interpretation: The Chi-Square test results reveal a statistically significant association between education level and perceptions of sustainable employment ($\chi^2 = 12.84, p = 0.012$). Employees with higher educational qualifications, particularly postgraduates, exhibit the highest proportion of high perception scores (110 out of 160), indicating that education positively influences awareness and appreciation of sustainable employment practices. Graduates show a moderate level of perception, while employees with doctoral degrees, despite smaller sample sizes, also demonstrate relatively strong perceptions. This pattern suggests that greater educational attainment is associated with higher awareness of ethical labor practices, environmental responsibility, and corporate social initiatives, likely due to increased exposure to sustainability concepts and critical thinking skills. The findings underscore the importance of targeted training and communication strategies to enhance sustainability awareness among employees with varying educational backgrounds.

SEM ANALYSIS

Model Variables: Sustainable Employment → Organizational Trust → Job Satisfaction & Organizational Commitment

TABLE 4 :SHOWING SEM ANALYSIS

Path	Standardized β	p-value
Sustainable Employment → Trust	0.62	0.000
Trust → Job Satisfaction	0.58	0.000
Trust → Organizational Commitment	0.54	0.000
Sustainable Employment → Job Satisfaction (direct)	0.36	0.002
Sustainable Employment → Org Commitment (direct)	0.33	0.004

Interpretation: The Structural Equation Modeling (SEM) results demonstrate that **sustainable employment significantly influences organizational trust, which in turn impacts job satisfaction and organizational commitment.** The path coefficient from Sustainable Employment to Trust is strong ($\beta = 0.62, p = 0.000$), indicating that employees who perceive their workplace as sustainable are more likely to develop trust in their organization. Trust then positively affects Job

Satisfaction ($\beta = 0.58, p = 0.000$) and Organizational Commitment ($\beta = 0.54, p = 0.000$), highlighting its critical mediating role. Additionally, the direct effects of Sustainable Employment on Job Satisfaction ($\beta = 0.36, p = 0.002$) and Organizational Commitment ($\beta = 0.33, p = 0.004$) are significant, suggesting that sustainable employment practices also have a direct positive impact on employee outcomes beyond the mediation of trust. Overall, these findings confirm that **organizational trust partially mediates the relationship between sustainable employment and key employee outcomes**, emphasizing the importance of ethical, environmentally responsible, and socially conscious practices in enhancing employee engagement, satisfaction, and loyalty.

DISCUSSION

Perceptions of sustainable employment are greatly influenced by generational differences, with Millennials and Gen Z showing a greater interest for corporate social responsibility programs, ethical labor standards, and environmental stewardship. While older generations, like Gen X and Baby Boomers, may place a higher priority on job security, traditional career advancement, and financial stability than sustainability considerations, these younger cohorts are more likely to value workplaces that emphasize sustainability and align with their personal values. According to the findings, firms must identify and take into account generational preferences in order to create sustainable employment policies that work for all cohorts and encourage employee involvement.

The study also shows that employee perceptions of sustainable employment are moderated by gender and educational attainment, underscoring the significance of demographic factors in influencing expectations. The Kruskal-Wallis, Mann-Whitney U, and Chi-Square tests are examples of non-parametric analyses that validate significant disparities in education, gender, and generation. Customized HR strategies and targeted communication approaches are required to effectively engage diverse workforce segments, as evidenced by the fact that female employees and those with higher educational qualifications consistently show greater sensitivity and responsiveness to sustainability initiatives. Organizations can boost employee trust, retention, and engagement by customizing sustainability programs and ethical workplace practices to these demographic variations.

Organizational trust is a crucial mediator connecting views of sustainable employment to job satisfaction and organizational commitment, according to the findings of structural equation modeling (SEM). Employee satisfaction and long-term commitment are positively impacted by employees' perceptions of their employer's ethical and environmental responsibility. These results highlight the strategic significance of open communication and genuine sustainability practices, which not only satisfy moral duties but also foster employee loyalty and motivation. Organizations can accomplish long-term HR management objectives while cultivating a driven, involved, and dedicated staff by

incorporating sustainable employment into f

CONCLUSION

In the setting of multigenerational workforces, where workers from Baby Boomers to Gen Z bring a variety of expectations and values to the workplace, sustainable employment has become more and more important. According to the study, younger workers—Millennials and Gen Z in particular—have a more positive perception of sustainable employment, which is consistent with their increased understanding of corporate social responsibility, ethical labor practices, and environmental stewardship. The results also reveal that these attitudes are considerably moderated by gender and education, with female employees and those with higher levels of education demonstrating more responsiveness to sustainable practices. These findings emphasize how important it is for businesses to comprehend and take into account demographic differences when putting sustainable employment plans into practice.

The study also highlights how important organizational trust is as a mediator between sustainable employment practices and important employee outcomes like organizational commitment and work satisfaction. Workers are more likely to build trust if they believe their company is morally upright, accountable, and dedicated to sustainability. This increases employee happiness and long-term commitment. This emphasizes how crucial it is for HR professionals to create inclusive, generationally appropriate sustainability programs and to keep open lines of communication about business ethics and environmental responsibility. Organizations may increase employee engagement, loyalty, and resilience by doing this.

In order to improve causal inference and the generalizability of results, future research should use more reliable approaches such behavioral tests, longitudinal designs, and multi-country structural equation modeling (SEM). Regulations that uphold openness and support sustainable employment standards at the policy level can further promote ethical business practices, reduce the possibility of greenwashing, and safeguard employee confidence. Sustainable employment will not only fulfill ethical requirements but also promote long-term company performance and worker well-being when evidence-based HR practices and supportive regulations are combined.

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Sustainable Hiring in the Era of Industry 4.0: Integrating Green HRM with Digital Talent Acquisition

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ABSTRACT:

Machine intelligence, human resource analysis, robotics, and web-based hiring platforms are examples of technological advancements that have shaped companies' approaches to recruiting talent as part of the 4.0 industrial revolution. Meanwhile, increasing environmental worries have encouraged the execution of green human resource management (GHRM).

This study explores the effects of technological hiring and green human resources management on employee productivity in the automotive sector. The study aims to increase organizational efficiency, attract environmentally conscious individuals, and boost productivity. The research examines how digital tools promote green recruiting methods. Evidence was gathered from workers of certain automakers using a standardized questionnaire.

This research utilized statistical techniques, including percentage analysis, correlation, chi-square, ANOVA, regression, and SEM models. The results of the research show that connecting virtual hiring using environmental HR practices promotes business branding, increases selection accuracy, lowers recruitment costs, and boost employee commitment and performance. The article reveals helpful suggestions to improve long-term hiring strategies.

Keywords: Green human resource management, Digital talent acquisition, Employee commitment, Employee performance.

INTRODUCTION

The fourth industrial revolution (Industry 4.0) involves automation, machine intelligence, robotics, web computing, and data-driven decision-making. These growths can change hiring and selection processes, provide rapid opportunities, improve productivity, and achieve more precise employment outcomes.

Green human resource management is a tactical tool that combines eco-consciousness into a firm’s major functions by correlating human resource standards with eco-friendly aspirations. It helps to improve and execute strategies that motivate green practices, such as paperless hiring, coaching, employee evaluation, and rewards, to reduce the impact of green organizations and promote an eco-friendly culture.

The automobile sector, one of the hugest contributors to environmental pollution, is under strong pressure to implement green human resource standards. The merger of green human resource management and digital hiring technologies concepts can support automobile companies to attract green workplace behavior and regulate recruiting systems and eco-friendly objectives.

This study analyses the effect of green human resource management combined with online recruitment on employee output and also explores how Fourth Industrial Revolution innovations can help green recruitment.

LITERATURE REVIEW

Author & Year	Focus of study	Findings
Renwick et al. (2018)	Green HRM Practices	Green recruitment reduces waste and supports sustainability performance.
Jabbour (2019)	Manufacturing & HRM	Adoption of green HR increases environmental responsibility among employees.
Ahmad (2020)	Digital hiring trends	AI hiring enhances recruitment accuracy and lowers hiring time.
Jackson & Seo (2021)	HRM & sustainability	Sustainable hiring improves employee engagement & employer branding.
Sharma & Gupta (2022)	Industry 4.0 HR	Automation, analytics optimize hiring decisions with high-cost efficiency.
Thomas & Mani (2023)	Automobile sector HRM	GHRM linked positively with environmental efficiency & productivity.

Kumar & Rao (2024)	Green HRM in IT sector	Sustainable hiring increases employee retention and commitment.
Patel & Singh (2025)	GHRM & digital integration	Combining GHRM with digital tools improves environmental performance and productivity.

STATEMENT OF PROBLEM

Many companies prefer maintaining classical recruiting and selecting methods, which raises operating costs, creates excess administrative paperwork, and promotes huge environmental waste. As Industry 4.0 emerges, digital recruiting presents opportunities for automation, increased productivity, and data-driven talent acquisition, while sustainable growth highlights the need for eco-friendly HR practices. But the integration of internet-based recruiting and green Human Resource Management (GHRM) is still relatively new, particularly within the automotive sector. There is a deficiency of empirical evidence regarding how this fuse affects employee performance and green organization. The awareness and acceptance of green HR initiatives among employees remain unclear, and a standardized sustainable hiring framework has yet to be established in the industry. Additionally, the connection between sustainable hiring practices and employee performance is not adequately investigated, creating a significant research void that requires thorough examination.

THE OBJECTIVES OF THE STUDY

1. To analyse the level of implementation of electronic recruitment tools in the automobile sector.
2. To assess the adaptation of green human resource management practices in recruitment and selection.
3. To explore the relationship between green recruitment practices and employee performance.
4. To evaluate employee interpretations of green human resource management integrated with smart hiring practices.
5. To provide recommendations to enhance green and digital talent acquisition strategies.

RESEARCH METHODOLOGY

This study uses a descriptive and analytical research approach. Descriptive research is beneficial for systematically recording every aspect of the variables under investigation, such as Green Human Resource Management (GHRM) practices and employee performance. Analytical research explores

the relationships between these variables with the goal to produce appropriate outcomes. When combined, these techniques provide an in-depth understanding of how GHRM influences the recruitment and productivity of employees in the automobile business.

Research Approach: The research technique is quantitative, utilizing a survey method.

Sources of Data:

1. Primary Data: A structured questionnaire was utilized for gathering the information.
2. Secondary Data: Websites, research papers, company reports, magazines, and publications.

Sample size: A sample of 120 employees from selected automobiles (such as Hyundai, Nissan, Ashok Leyland, TVS, Tata Motors dealerships, etc.) was picked, adopting a simple sampling approach.

Research Design: The sample for the study consists of automotive workers from different fields such as human resources, administration, production, and marketing. Convenient non-probability sampling was used to choose responders based on convenience. A conventional survey had been implemented to collect data that focused on key variables. Statistical data was analysed using techniques such as percentage analyses to summarize opinions, correlation to evaluate relationships between variables, chi-square tests to assess associations between categorical variables, ANOVA to compare means across groups, and regression analysis to predict the impact of independent variables on worker performance.

Variables of the study:

Independent Variables	Dependent Variable
<ul style="list-style-type: none"> • Digital recruitment tools • Green hiring practices • Paperless recruitment • Green employer branding 	<ul style="list-style-type: none"> • Employee performance

Data Collection Method:

Data was gathered both online and offline for the purpose of increasing visibility and interaction. An

organized Google Form was shared online with employees, with hardcopy surveys available for those who prefer paper-based alternatives. On a 5-point Likert scale ranging from Strongly Agree to Strongly Disagree, respondents indicated how much they agreed with each statement. Accurate replies and quantitative evaluations of attitudes and opinions regarding GHRM and worker performance are made simpler by this method.

DATA ANALYSIS

A total of 120 respondents participated in the study. The collected data was analyzed using statistical tools to understand the relationship between sustainable hiring, digital recruitment, and employee performance.

Percentage Analysis (Demographic Profile)

Particulars	No. of respondents	Percentage
Age:		
Below 30 Years	58	48.3
31-40 Years	42	35
41-50 Years	15	12.5
Above 50 Years	5	4.2
Gender:		
Male	78	65
Female	42	35
Experience:		
Below 2 Years	30	25
2 – 5 Years	45	37.5
5- 10 Years	32	26.7
Above 10 Years	13	10.8

Interpretation: A majority of respondents are young (20–40 years), indicating the automobile sector hires digitally skilled workforce suitable for Industry 4.0 technologies.

Correlation Analysis

Variables:

X = Digital Recruitment Practices

Y = Employee Performance

Variables	Correlation value (r)	Result
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Digital Hiring vs Employee Performance	0.742	Strong Positive Correlation
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Interpretation: A correlation value of 0.742 indicates a strong and positive relationship, meaning better implementation of digital recruitment significantly enhances employee performance.

Chi-Square Analysis

H0: There is no association between green hiring practices and employee awareness.

H1: There is an association between green hiring practices and employee awareness.

Value	df	Sig.
Chi square = 26.84	4	0.002

Interpretation: Since $p = 0.002 < 0.05$, the null hypothesis is rejected. There is a significant association between green hiring practices and employee awareness. Employees who are aware of GHRM practices show higher acceptance of sustainable hiring.

ANOVA Analysis

Source	Sum of squares	Df	Mean square	F value	Sig.
Between groups	14.72	3	4.91	6.28	0.001
Within groups	90.35	116	0.78		

Interpretation: Since $p = 0.001 < 0.05$, there are significant differences in perception of green HRM practices across job levels. Managers and HR staff show higher awareness and acceptance than entry-level employees.

Regression Analysis

Model component	B- coefficient	t-value	Sig.
Constant	1.12	3.22	0.002
Digital Recruitment	0.41	5.48	0.000
Green Hiring	0.29	4.12	0.000
Digital Onboarding	0.19	2.65	0.009
Employer Branding	0.16	2.21	0.028

Model Fit

Statistic	Value
R	0.812
R ²	0.660
Adjusted R ²	0.648
F value	53.67 (sig = 0.000)

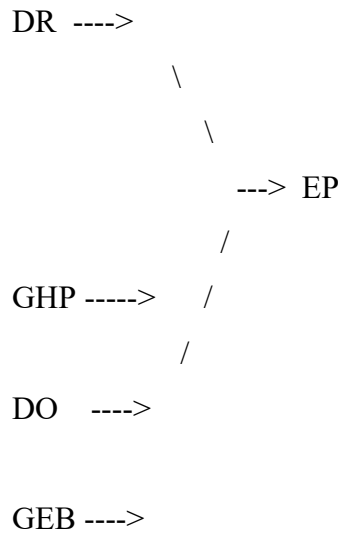
Interpretation: The model explains 66% of the variance in employee performance. Digital recruitment ($\beta = 0.41$) is the strongest predictor. Green hiring and digital onboarding also significantly influence performance. Sustainable hiring and Industry 4.0 technologies directly contribute to higher employee productivity.

STRUCTURAL EQUATION MODEL (SEM)

SEM includes 4 independent latent variables and 1 dependent latent variable:

1. Digital Recruitment (DR)
2. Green Hiring Practices (GHP)
3. Digital Onboarding (DO)
4. Green Employer Branding (GEB)
5. Employee Performance (EP) → (Dependent Variable)

SEM Path Diagram (Text Description)



All four independent constructs point toward Employee Performance

Measurement Model (Outer Model)

Digital Recruitment (DR)

- DR1: AI-based screening tools
- DR2: Online assessments

- DR3: Virtual interviews
- DR4: Faster talent identification

Green Hiring Practices (GHP)

- GHP1: Paperless recruitment
- GHP2: Green job descriptions
- GHP3: Ecofriendly selection process
- GHP4: Awareness of GHRM policies

Digital Onboarding (DO)

- DO1: E-induction
- DO2: Online orientation programs
- DO3: Digital training modules
- DO4: Technology-assisted onboarding

Green Employer Branding (GEB)

- GEB1: Company promotes sustainability
- GEB2: Environmental values communicated on website
- GEB3: Candidates attracted to green image
- GEB4: Sustainability improves employer brand

Employee Performance (EP)

- EP1: Job efficiency
- EP2: Accuracy in work
- EP3: Responsibility & commitment
- EP4: Adapting to digital & green systems

Structural Model (Inner Model)

Hypothesis	Statement
H1	Digital Recruitment → Employee Performance
H2	Green Hiring Practices → Employee Performance
H3	Digital Onboarding → Employee Performance
H4	Green Employer Branding → Employee Performance

SEM Statistical Output

Factor Loadings (λ)

Construct	Item	Loading
DR	DR1	0.82
DR	DR2	0.79
DR	DR3	0.84
DR	DR4	0.77
GHP	GHP1	0.81
GHP	GHP2	0.76
GHP	GHP3	0.83
GHP	GHP4	0.74
DO	DO1	0.88
DO	DO2	0.85
DO	DO3	0.80
DO	DO4	0.79
GEB	GEB1	0.81
GEB	GEB2	0.78
GEB	GEB3	0.82
GEB	GEB4	0.76
EP	EP1	0.86
EP	EP2	0.82
EP	EP3	0.79
EP	EP4	0.83

Model Fit Indices (SEM)

Fit Index	Ideal Value	Model
CFI	> 0.90	0.945
TLI	> 0.90	0.932
RMSEA	< 0.08	0.054
SRMR	< 0.08	0.047
χ^2/df	< 3	2.18

Interpretation: The model indicates excellent fit.

Path Coefficients (β Values)

Path	B	t- value	p-value	Result
DR -> EP	0.41	5.22	0.000	Significant
GHP-> EP	0.34	4.71	0.000	Significant
DO-> EP	0.27	3.45	0.001	Significant
GEB-> EP	0.21	2.88	0.004	Significant

Interpretation: All four predictors significantly enhance employee performance.

R – Square (Variance)

Dependent Variable	R ²	Interpretation
Employee Performance	0.68	68% of employee performance is explained by DR, GHP, DO, GEB

FINDINGS OF THE STUDY

- Majority of employees agreed that digital talent acquisition is widely used in automobile companies.
- Paperless recruitment and virtual interviews have significantly increased after Industry 4.0 adoption.
- Green hiring practices improved employer branding and attracted environmentally conscious candidates.
- There is a positive correlation between digital hiring practices and employee performance.
- Chi-square analysis revealed a significant association between employee awareness and adoption of GHRM practices.
- Regression results showed that sustainable hiring is a strong predictor of employee performance.
- Employees believe green HR practices reduce waste and improve organizational sustainability.
- Organizations using Artificial Intelligence, automation, and digital screening showed faster and more accurate hiring outcomes.
- Digital recruitment has the strongest impact on employee performance.
- Green hiring significantly attracts and retains environmentally responsible employees.
- Digital onboarding improves job readiness and long-term performance.

- Green employer branding enhances motivation and productivity.
- Overall SEM model shows 68% variance, indicating high effectiveness.

SUGGESTIONS

- Increase awareness programs and training on GHRM practices.
- Implement fully paperless digital recruitment processes.
- Use AI and HR analytics to improve selection accuracy.
- Incorporate green job descriptions and sustainability messaging on company websites.
- Conduct regular audits on sustainable HR practices.
- Strengthen digital onboarding with e-learning modules.
- Create environmental performance indicators for employees.

RECOMMENDATIONS

- Automobile companies should integrate end-to-end green HR systems using cloud technology.
- Introduce eco-friendly employer branding to attract millennials and Gen-Z talent.
- Use robotics and automation to enhance recruitment speed and reduce manual errors.
- Provide incentives to employees who support green initiatives.
- Develop a Green Recruitment Policy Framework connecting digital tools with sustainability goals.

CONCLUSION

The study indicates merging green human resource management with digital skills recruitment in Industry 4.0 results in a more beneficial, efficient, and dynamic human resources system. Automobile organizations that implement sustainable hiring practices enhance not just operational effectiveness but also employee performance and their overall reputation. AI, data analytics, and automated digital hiring are excellent for achieving long-term human resource goals. Sustainable employment development is thus vital for ecologically friendly automobile growth.

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